

C1 – FIRE DEPARTMENT OVERVIEW

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The Newport Fire Department is well regarded and is generally considered to provide good service. In focus groups and individual interviews business, citizen, and community leaders consistently expressed satisfaction with both the quality of service provided and the customer service focus of fire department staff. This is particularly noteworthy given the increased enforcement responsibilities assigned to the fire department as a result of the new Rhode Island fire codes and regulations. Despite the fact that many business and home owners struggle with the financial burden these regulations have placed on them, their frustration with these regulations has not affected their view of the fire department. The fact that community representatives express admiration for the fire department at the same time they express frustration with the regulations the department is charged with enforcing stands as a testament to the department's customer service orientation.

While the department provides good service, the level of service provided can be even better. Most notably, the department's ability to respond effectively to emergencies can be enhanced by strengthening training and standardizing policies and procedures. In addition, while response times to incidents are good, department resources (e.g., personnel and apparatus) are not currently deployed to minimize the time required to get needed staff and equipment to incident scenes during fire or medical emergencies. In particular, by redeploying department resources and changing scheduling practices response times to the area of the city that has the highest number of incidents – the north end – can be reduced without materially affecting the level of service provided to other areas of the city. Additionally, the department currently lacks the resources to comply with increased state requirements relating to fire inspections and code enforcement. The fire marshal and his staff should be commended for their efforts to meet these requirements without adequate staffing but their progress to date has been analogous to "running in quicksand." Without additional resources it will be impossible for the department to meet state requirements.

The department also faces internal challenges. At present, a number of issues have increased frustration and lowered morale among department employees. While some of these issues are the unavoidable consequence of unsuccessful contract negotiations that have resulted in contracts being settled through the adversarial binding arbitration process, others relate to internal management issues. For example, in interviews department staff repeatedly expressed concern about the visibility and involvement by the chief in the department's day-to-day operations and the effectiveness of communication among the chief and deputy chiefs. While these internal issues have not yet affected the quality of service provided to citizens they should not be allowed to fester.

The department should take a number of steps to address these issues:

- Revamp the training program while at the same time increase the time officers devote to training on each shift
- Redeploy apparatus and staff to improve the department's ability to minimize response times

- Develop policies and procedures to ensure a consistent response to all types of emergencies
- Adopt a 24-hour schedule that both reduces staffing requirements and benefits firefighters by reducing the number of days they need to report to work each month
- Ensure the fire marshal's office has sufficient staff to comply with new state mandates relating to fire inspections and fire codes
- Strengthen internal management and communication practices

Implementing these recommendations will require that the fire chief shift his focus from dealing with external issues and resume active control over the day-to-day management of the fire department. Changing his focus is not only essential to the implementation of the plan presented in this report but will also re-establish the chief as the department's leader and will address employee concerns that he has not been adequately involved in leading the department on a day-to-day basis.

C2 – ISSUES AFFECTING THE ENTIRE FIRE DEPARTMENT

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This chapter presents findings related to issues that affect the entire fire department. It is divided into eight sections: leadership; organization; accountability; scheduling; fire station location, apparatus, and staffing; daily schedule; training; and other issues affecting the department.

A – LEADERSHIP

The Chief Should Refocus His Attention On The Internal Needs Of The Newport Fire Department

The fire chief is not an active, visible leader within the department. Because state and federal mandates on the department have increased in recent years, the chief has been working to strike a balance between his internal and external responsibilities. Two events – one national (the events of September 11, 2001) and the other one local (the Station Nightclub fire) - have affected the role of Rhode Island fire departments in their communities. In recent years, the chief has focused considerable attention on understanding these issues and assessing their impact on the Newport Fire Department. This frequently takes him away from the department to attend meetings, which, in turn, has reduced the time he has available to focus on internal matters.

As a result, the chief's internal responsibilities have been neglected. Staff reports the chief is not out in the stations on varying shifts interacting with firefighters. In fact, on the employee survey 71 percent of fire department respondents disagreed or strongly disagreed that "the fire department leader (chief) maintains a visible presence throughout the department." (No survey respondents strongly agreed with this statement.) In a department the size of the Newport Fire Department employees expect the chief to be a visible leader and the fact that there is such a strong consensus that the chief is not visible and does not regularly communicate with employees on all shifts is an issue that should not be ignored.

The chief's attention to external issues appears also to have an adverse affect on department operations. Indeed, many of the issues that have been identified in this review and that will be discussed in this chapter – for example, the need for more training, the need for officers to make more productive use of their time as part of their daily schedule, and the need to strengthen accountability – exist, at least in part, because the chief has not had the time to adequately focus on them.

The internal challenges and issues facing the Newport Fire Department require the attention of the chief and need to be seen as his number one priority. If these challenges and issues are not addressed in a timely manner the effectiveness of the department and the quality of fire services the citizens of Newport receive may begin to deteriorate. At the same time he focuses more attention on the internal management of the department he should also focus increased attention on ensuring he is a visible leader on all shifts in all stations. At a minimum, the chief should schedule time to formally visit and meet with staff on each shift at each station once a quarter. In addition, however, he should regularly informally drop in at the stations to meet with staff, observe operations, and ensure that improvement plans are consistently implemented.

Department Leaders Should Work Together To Establish A Unified Leadership Team

The fire chief and deputy fire chiefs are not viewed by members of the department as being a unified leadership team. Indeed, 65 percent of survey respondents disagreed or strongly disagreed that "the fire department leaders (chief and deputy chiefs) work effectively together to achieve overall department goals and objectives." (None of the survey respondents strongly agreed with this statement.) This lack of unity is not surprising however given the lack of consistent and frequent communication between and among the chief and the deputy chiefs. In fact, it is reported that only two management meetings of the chief and all the deputy chiefs have been held in the past five years.

The absence of a unified leadership team has had an adverse affect on department operations because operational and management practices vary depending on which deputy chief is on duty. For example, each deputy chief has established very different priorities for his shift. Some deputy chiefs view cleaning the station as a higher priority than training while other deputy chiefs provide staff much more free time to be used at their own discretion. Each deputy chief also has a very different approach to training. In many cases staff on one shift is trained to manage incidents totally differently than staff on another shift. In addition there is a lack of coordination and support between the deputy chiefs. For example the deputy chief who oversees training sets training priorities for the month with no input from the other deputies.

Even more importantly, how the department responds to emergencies varies depending on which deputy chief is leading the shift. While most fire departments have set policies with regard to what an appropriate response is to emergencies of various types, in Newport the apparatus responding to emergencies of a given type can vary from shift to shift. For example, some deputy chiefs will not use the rescue boat during summer events while others do. Likewise, at least one deputy chief deploys an extra engine to working fires to serve as a rapid intervention team while others do not. In short, instead of operating as a unified department, the Newport Fire Department operates as if there are four different departments – one department for each deputy chief.

Focused and consistent attention on the part of the chief will be needed to address this issue. As a first step, the chief and deputy chiefs should meet to clarify operational expectations that will be carried out on each shift. The chief and the deputy chiefs should agree on set priorities and develop a shift schedule that will be followed by all squads. In addition, deputy chiefs should be charged with leading the development of standardized policies and procedures. The chief should then monitor the consistency with which priorities are followed and operational policies and procedures are adhered to during his regular visits to fire stations. In addition, regular meetings of the chief, his assistant, the deputy chiefs, and the fire marshal should be established. Initially, as the department works to establish a unified approach to management and leadership, weekly meetings should be held. Over time, however, these meetings should be held no less frequently than on a monthly basis. Regular meetings of the department's leadership team should be held at a minimum of once per month. The chief, his assistant, the deputies, and fire marshal should be included in these meetings.

B – ORGANIZATION

The Position Of Administrative Captain Should Be Upgraded To Assistant Chief

An administrative captain currently supports the chief. This administrative captain not only supports the chief by managing budget, payroll, and serving as liaison to city support services but also serves as acting chief in the chief's absence. In addition, the administrative captain represents the chief at statewide emergency management meetings and serves as an alternate to the chief as emergency management coordinator to the city. In fact more than 50 percent of the administrative captain's job duties are consistent with the role of an assistant chief rather than an administrative captain.

The role of this position should be expanded to ensure the chief has time to focus on managing day-to-day department operations. In particular, responsibility for most citywide emergency management coordination duties should be assigned to this position. The incumbent in this position should also coordinate all city homeland security issues. In addition, this position should be assigned responsibility for overseeing the department's grant and development activities and should work with the city's finance department and fire department leadership to manage both budget development and implementation and grant development and monitoring. The administrative captain position should be upgraded to assistant chief to better reflect the position's current responsibilities as well as the expanded responsibilities that are being recommended.

C – ACCOUNTABILITY

Performance Goals And Objectives And Accountability Systems Should Be Established By The Department

The fire department currently has no accountability systems in place. No specific goals or performance expectations have been established for squads or individuals. In addition, performance evaluation processes have only recently begun to be implemented and are generally weak. On-the-job performance is not considered when making promotional decisions. Even if the department had done a better job of establishing performance expectations, the absence of needed information systems leaves managers without the data needed to drive decisions and objectively monitor performance.

The department should take a number of steps to strengthen accountability. As a prerequisite for strengthening accountability performance goals and expectations must be established. The department should undertake an operational planning process to identify realistic performance goals and objectives, develop and implement operational plans for achieving the goals that have been established, clearly articulate performance expectations for both individuals and squads, and establish mechanisms for monitoring performance. In addition, the department should begin to develop the systems and processes needed to monitor and report performance against goals. Performance management processes (e.g., performance evaluation and the promotional process) should also be strengthened to support individual accountability.

D – SCHEDULING

Insufficient Positions Are Assigned To Each Shift To Provide For Relief

The department is currently organized into four squads each of which is led by a deputy chief. Members of each squad work two consecutive 10-hour shifts (8:00 a.m. to 6:00 p.m.) followed immediately by two consecutive 14-hour shifts (6:00 p.m. to 8:00 a.m.) and then receive four consecutive days off. On average firefighters are scheduled to work 42 hours a week. Twenty-three positions are assigned to each squad. In addition to the deputy chief, each squad consists of 2 captains, 3 lieutenants, and 17 firefighters. A minimum staffing of 20 per shift is mandated in the current contract that includes one firefighter who serves as a dispatcher. The total number mandated by the contract to be available for emergency response therefore is 19¹.

Based on the allocation of vacation, personal, and holiday time provided each employee and average sick time use per employee during 2005, insufficient positions are currently assigned to each shift to provide for relief staffing to grant accrued time off. To ensure 20 positions (including the dispatcher) are filled on each shift the number of personnel that need to be assigned to each squad is 25 (20 times a "relief factor" of 1.25). However, at present, only 23 positions are assigned to each squad. As a result overtime is often required to cover staff's time off and absences.

The Department Should Adopt A 24-Hour Shift Schedule

A 24-hour shift schedule is the most efficient way to schedule the department's staff. Under such a schedule – which is used by scores of fire departments across the country – the department would deploy three squads each week rather than the current four.

Adopting such a schedule will benefit both the department and its employees. Employees will benefit because they will need to report to work fewer days each month. Indeed, when vacation, holiday, and personal time is factored in the number of shifts each individual works each month will be cut in half – from the current 16 to approximately 8. The department benefits because squad members will be scheduled to work 56 hours a week as opposed to the current 42 and therefore staffing requirements are reduced.² Under the 24-hour model 26 officers need to be assigned to each of three squads to ensure that 20 officers will be assigned to each shift after allowing for training and excused absences for a total of 78. With the current model of two 10-hour shifts followed by two 14-hours shifts, by contrast, 25 officers will need to be assigned to each of four shifts for a total of 100. Moving to a three squad 24-hour schedule therefore will enable the department to ensure 20 officers are on duty 24-hours a day with 14 fewer positions (one deputy chief, two captains, three lieutenants, and eight firefighters) than the number needed under the current schedule.

¹ The current contract allows the department to reduce staffing from November to May by one firefighter per shift. This provision also states that a rookie firefighter cannot be counted as part of this reduced minimum so, in fact, on any squad with a rookie firefighter the department would incur additional overtime costs by reducing staffing minimum due to the costs associated with not counting rookies as part of the staffing.

² Requiring firefighters to work 56 hours a week does not create a burden for them because typically eight of the 24 hours they are working on each shift is spent sleeping.

Please note that the 78 positions that will be needed if the 24-hour work schedule is adopted are adequate to ensure positions are filled while accounting for expected absences. The overtime expenditures – approximately \$475,000 per year – currently required to ensure that minimum staffing levels are met will be avoided. However, if the 24-hour shift schedule is not adopted, eight additional positions will need to be established to ensure contractually mandated staffing levels are adhered to.

E – STATION LOCATION, APPARATUS, AND STAFFING

This section is divided into two parts. The first part presents background information on the location of current fire stations and how apparatus and personnel are assigned to these stations. The second part presents observations and recommendations relating to the location of fire stations in Newport, the type of apparatus that should be deployed at those stations, and the staffing of those apparatus.

BACKGROUND

Fire suppression apparatus and staff are currently deployed from three fire stations. These fire stations are located at the following addresses:

Station	Address
Station One	21 Marlborough Street
Station Two	100 Old Fort Road
Station Five	Touro Street

On each shift, 19 firefighters staff a total of eight apparatus (plus the deputy chief's car) at these stations as follows.

Station	Apparatus
Station One	Pumper (3 person) Ladder truck (2 person) Rescue vehicle (2 person) Car (Deputy Chief)
Station Two	Pumper (3 person) Ladder truck (2 person) Rescue vehicle (2 person)
Station Five	Pumper (3 person) Water Supply Pumper (1 person)

OBSERVATIONS AND RECOMMENDATIONS

The Current Locations Of The Department's Stations Do Not Enable The City To Make The Most Effective Use Of Its Emergency Response Resources

The current locations of the fire department's three stations do not enable the city to make the most effective use of its emergency response resources. In general, fire stations should be located close enough together to provide adequate response times to all areas of the city but far enough apart so that the areas protected by the stations do not overlap. Overlapping coverage areas should generally be avoided because the number of emergency calls received in a given area is typically so low that one pumper is able to handle all the calls received in the area. Only if the risk of simultaneous calls were high would the significant cost of staffing pumpers with overlapping coverage areas 24 hours a day be warranted. In Newport, however, travel times to some areas of the city exceed four minutes while two or more pumpers serve other areas of the city within four minutes.

Excessive overlap in the areas protected by fire stations. Station One – the headquarter station – and Station Five are located too close together. As a result, as Exhibit C2-1 shows much of the central area of the city is protected by more than one pumper. Indeed, at present, some areas of the city are protected by three pumpers (see Exhibit C2-2). Likewise, most of the central area of the city is covered both by the rescue unit located at Station Two and the rescue unit located at Station One (see Exhibit C2-3).

Coverage gaps. While the central area of the city unnecessarily receives redundant pumper coverage, pumpers cannot respond to emergencies in some areas of the city – especially those in the north and south – within four minutes (see Exhibit C2-4). While the city can rely on mutual aid from the naval station located near Goat Island to respond to emergencies in the south, citizens who live there currently receive less protection than other citizens.

While reducing response times to emergencies would be warranted even if the north end of the city was relatively sparsely populated, the need to improve response times in that area is underscored by the fact that the north section of the city accounts for more alarm calls than any other section of the city. Indeed, as the following table³ shows, 45.59 percent of the calls to which the department responds are from the three census tracts located on the north side of the city. Moreover, as redevelopment in that area continues the number of calls will likely increase.

Average Number Of Alarms Per Year By Census Tract			
Census Tract Number	Census Tract Name	Average Number of Incidents	Percent of Incidents
0405.00	North End (Tomony Hill etc.)	673.3	17.80%
0406.00	Newport- North Central	664	17.56%

³ Average incidents per year were calculated based on January 1, 2005 through June 30, 2006 data provided by the Newport Fire Department.

Exhibit C2-1

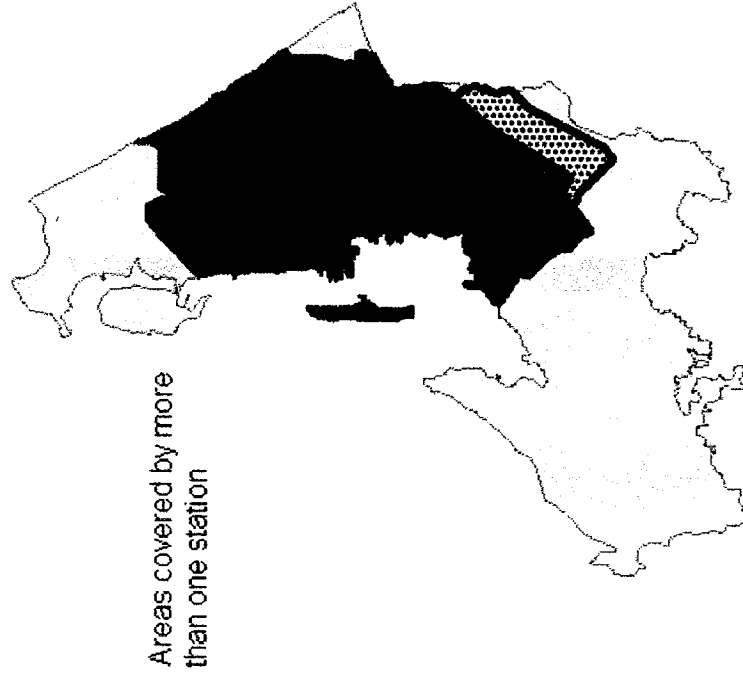


Exhibit C2-2

Area covered in 4 minutes
by all 3 stations

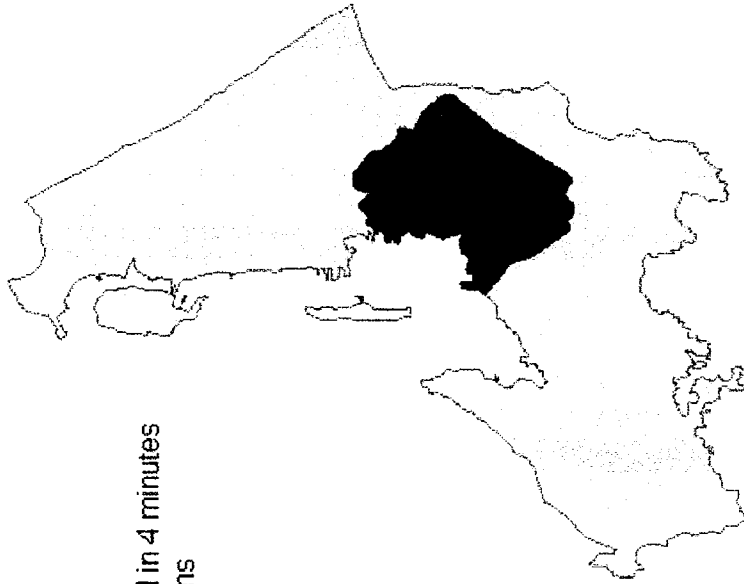


Exhibit C2-3

Area covered by Stations 1
and 2 in 6 minutes



0407.00	Newport- North East	386.7	10.23%
0408.00	Newport- Central	469.3	12.41%
0409.00	Newport- South End	746	19.73%
0410.00	Newport- Waterfront	540	14.28%
0411.00	Newport- Point Section	209.3	5.53%
0412.00	Newport- Goat Island and Navy	93.3	2.47%
	Total	3781.9	100.00%

The Department's Current Approach To Staffing Apparatus Complicates Training

At present, the department pairs a ladder truck staffed with two persons and a rescue vehicle that is also staffed with two people to serve as a four-person ladder crew at a working fire. While this approach to staffing is efficient the gains in efficiency from this staffing approach are offset by losses in effectiveness. Since the number of working fires to which the department responds is quite small, the crew assigned to a ladder must have an ample opportunity to train together if they are to be effective at a fire scene. At present, however, the ability for the ladder crew to train together as a team is limited because rescue vehicles are often unavailable for training because they are responding to calls. Moreover, if a ladder truck responds to a working fire while the rescue vehicle with which it is paired is responding to another call, it will need to rely on a rescue from another station to form a team at the working fire despite the fact that it would not have had the opportunity to train with the crew assigned to that rescue vehicle.

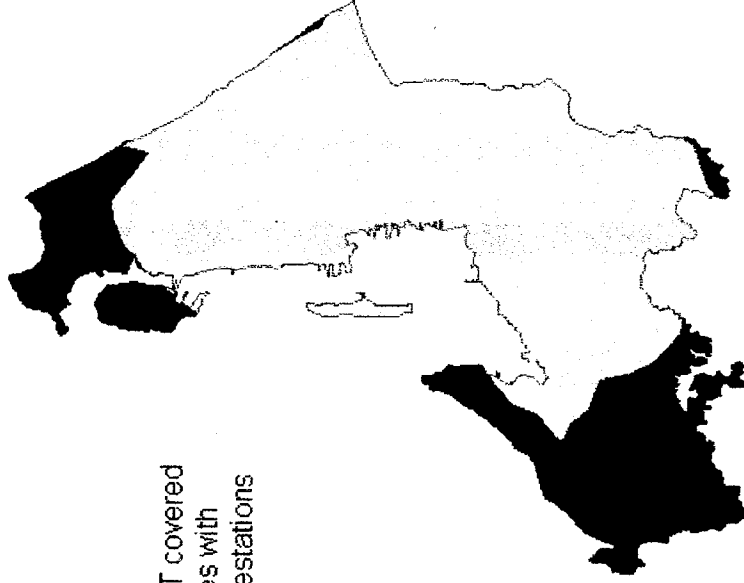
Station Five Should Be Relocated To The North Side Of The City And The Staffing And Deployment Of Apparatus Should Be Reconfigured

The city should build a new fire station in the northern section of the city and relocate Station Five to that site. The pumper (currently located at the old Station Five) and a rescue vehicle (currently assigned to Station One) should be deployed from this new station. In addition, one additional staff person should be assigned to the ladder company at Station Two. The following table summarizes the recommended deployment of apparatus and personnel.

Station	Apparatus/Staffing	Station Staffing Per Squad
Station One	Deputy Chief Three-person Pumper Two-person Ladder One-person Water Supply Pumper	7
Station Two	Three-person Pumper Three-person Ladder Two-person Rescue	8
Station Five (relocated)	Three-person Pumper Two-person Rescue	5

Exhibit C2-4

Areas NOT covered
in 4 minutes with
existing firestations



This new configuration creates a number of benefits. Fire suppression and response to life threatening medical emergencies⁴ in the north end of the city – which has the highest number of calls – will be significantly enhanced. (Exhibit C2-5 shows that all areas of the city except those that can be served by the naval station will be covered by a pumper within four minutes when the recommended deployment has been implemented.) In addition, deploying a rescue unit at the relocated Station Five will reduce response times in the north end of the city while still providing adequate coverage to the central area of the city. Indeed, most of the central area of the city will still be able to be reached by a rescue unit within six minutes (see Exhibit C2-6). In addition, overlap in the areas of first due pumper response within four minutes will be reduced (see Exhibit C2-7). Training and response will be enhanced for the staff assigned to the Station Two ladder truck that serves as the department's primary technical rescue team. This apparatus will be staffed with three firefighters and will not depend on the rescue for staffing. Training and response for the firefighters assigned to the Station One ladder truck will also be improved, as this truck will be paired with the water-supply pumper. This pumper is deployed on fewer calls than a rescue unit so the firefighter assigned to this vehicle will have ample time to train with the staff assigned to the Station One ladder truck.

Implementing these recommendations will substantially improve the department's ability to respond quickly and effectively to all areas of the city. To achieve these benefits minimum staffing on each squad should be increased by 1 – from 19 to 20. If the 24-hour shift schedule is adopted, however, no additional firefighter positions will need to be established. Under the three squad 24-hour schedule, 26 positions will need to be assigned to each squad for a total of 78 firefighter positions (or 10 positions fewer than the number currently deployed).⁵

F – DAILY SCHEDULE

The Daily Shift Schedule Is Not Structured And Does Not Allocate Sufficient Time For Training And Pre-Fire Planning

The current daily schedule that specifies how firefighters should spend their time on each shift when they are not responding to incidents does not provide sufficient structure to the shift and does not ensure that training, pre-fire planning, and proactive inspections occur on a regular basis. The following table describes how officers are typically expected to spend their time during a daytime 8:00 a.m. to 6:00 p.m. 10-hour shift.

DAILY SCHEDULE	
8:00 a.m.- 9:00 a.m.	Inventory of apparatus and equipment check
9:00 a.m.-11:00 a.m.	Station maintenance (cleaning, painting etc.)
11:00 a.m.- 12 noon	Truck and equipment care
12 noon- 1:00 p.m.	Lunch
1:00 p.m. - 3:00 p.m.	Training (including scheduled drills or inspections)
3:00 p.m.- 4:00 p.m.	Station maintenance and free time
4:00 p.m.- 6:00 p.m.	Unstructured time (voluntary physical training, studying, free time)

⁴ Pumpers currently are deployed to respond to life-threatening medical emergencies.

⁵ This analysis considers only the number of staff needed for emergency response. The one position that is deployed on each shift to provide dispatch services is excluded.

Exhibit C2-5

4 minute coverage
with Station 5 moved
north to corner of
Yale and Bellow



Exhibit C2-6

Areas covered by Stations 1
and proposed Station 2 in
6 minutes



As this table shows, on their day shift staff are provided excessive free time to work out or study when more than sufficient time is available for these activities during evening and overnight hours. In addition staff have no accountability for how they use this time and have the option of using work out or study time as personal free time. The current daily schedule also devotes excessive time to cleaning the facility and not enough time to training.

Even less structure is provided to the evening/night shift schedule. Indeed, there is no daily schedule during the 6:00 p.m. to 8:00 a.m. shift. On the contrary, no work or training (other than responding to emergencies) is expected except when there is a probationary firefighter on the squad to train. Opportunities to perform proactive inspections, particularly in nightclubs, and engage in structured training are therefore lost. Instead, for the most part, during evenings and nights firefighters, when not assigned to dispatch or responding to an incident are free to spend their time as they wish.

Please note that when firefighters are assigned to 24-hour shifts it is not unreasonable to allow them considerable discretion with regard to how they spend their time in the evenings because the officers, presumably, will have been participating in structured activities during the day. However, when officers begin their shifts in the evening there is little to no rationale for not expecting them to train, conduct in-service inspections, and conduct pre-fire planning during the bulk of their shift. In virtually any other enterprise, employees who report to work for an evening shift are expected to be as productive during that shift as employees who work during the day.

The Daily Schedule For Both 10-Hour Shifts And 14-Hour Shifts Should Be Restructured

The daily schedule, on both the day and evening shifts, should be restructured to increase training time and provide regularly scheduled time for pre-fire planning and proactive inspections in the community. These activities should be scheduled during both day and evening shifts. In general, however, workout and study time should be scheduled during the 6:00 p.m. to 8:00 a.m. shift because the shift is longer, it is easier to accommodate these activities during this shift, and it is impractical to perform some activities – such as pre-fire inspections – late at night. To ensure effective use is made of the portion of the daily work schedule devoted to exercise and study specific objectives for what each employee will accomplish during these portions of the workday should be articulated and incorporated into that employee's objectives and individualized development plan. Each employee's progress on utilizing this time to meet individual objectives should be reviewed on a quarterly basis by the employee's supervisor.

Please note that if the recommendation to implement a 24-hour work schedule is adopted, officers should be allowed significantly more discretion with regard to how they spend their time in the evening. On the other hand, if the current "10-14" schedule is maintained, employees should be expected to make productive use of their time during the 6:00 p.m. to 8:00 a.m. shift.

G – TRAINING

The Fire Department Does Not Take A Structured, Systemic Approach To Training

The department has not devoted the time, attention, or resources needed to ensure firefighters and their managers and supervisors receive necessary training. A discussion of the range of training related issues the department faces follows:

- **Consistency.** The department has not established a consistent approach to training. Although one deputy chief is charged with articulating training priorities for each month, how these priorities are interpreted and the type of training specifically provided can vary significantly from squad to squad and from station to station. In addition, a standardized method to determine personnel or crew competencies has not been established and performance standards to evaluate competencies have not been developed. Instead, competency is determined based on the individual judgment of each station captain or lieutenant, which can vary significantly.
- **Standard operating guidelines (SOGs).** The department has also not developed standard operating guidelines for technical rescue, boat rescue, or jet ski rescue. Some crews have relied on a firefighter that was in the navy to help them with their training. However interviews indicate each shift is not providing this training in the same way.
- **Recruit training.** Very little training is provided for new recruits. In fact, recruits average only two weeks of training prior to being counted as part of the regular shift staffing. In addition, in interviews new recruits indicated that their training has been inconsistent from squad to squad and station to station and that the quality of the training they receive depends primarily on the mentorship and initiative of the veteran firefighters assigned with them at a particular station.
- **Management and supervisory training.** No system currently exists for providing leadership or management training to newly promoted managers and supervisors. In addition, veteran managers and supervisors receive very limited professional development and none focused on leadership. In fact none of the shift managers or supervisors interviewed indicated they had received any leadership or management training.
- **Management systems.** The department lacks the systems needed to support effective training. At present, training records are not automated and much of the training that occurred is not documented and logged. The department does not even have a dedicated budget for training.

The Department Should Develop A Formal Training Program For New Recruits, Veteran Firefighters, And Managers And Supervisors

The department should take a number of steps to improve all aspects of department training. As a first step the department must establish systems and processes for determining what competencies are expected of firefighters and apparatus crews and develop approaches to determine whether these competencies have been achieved. In addition, the department should develop standardized operating guidelines on technical rescue skills and ensure staff in each squad and in each station are trained and

demonstrate competency on these procedures. Once clear expectations for what the department hopes to achieve through its training efforts have been established training programs for new recruits, veteran firefighters, and managers and supervisors should be implemented.

- **Recruit training.** A formal training program should be established that is structured to ensure new firefighters receive the core training needed to perform effectively and also to ensure continuity among squads. Several steps should be taken in developing this training program. First, standardized lesson plans and training modules should be developed for all core training areas that will be used by trainers in each squad. The department should then develop a formal training schedule that provides a map for when training on each lesson plan and training module will be provided to each squad.
- **Veteran training.** The training program developed for veteran firefighters should be linked to an assessment of the competencies of firefighters both as individuals and when working in crews. The training should be designed to close gaps between the competencies expected of firefighters and crews and actual performance.
- **Managerial and supervisory training.** Current managers and supervisors (lieutenants, captains, and deputy chiefs) should participate in leadership and management training. In addition, in the future all newly promoted managers and supervisors should receive leadership and management training during their probationary period.

To ensure each firefighter receives all necessary training it is essential that training records be automated and all training systematically tracked. Tracking training will also serve to minimize the department's exposure to liability in the event of an employee injury or litigation.

Given the immediate, high priority need to develop a formal training program an officer should be temporarily reassigned to serve as training officer. This training officer should be responsible for developing and implementing the formal training program. In addition, a training committee consisting of representatives from all shifts should be established to work with the training officer. In particular, training committee members should be charged with drafting standardized lesson plans and training modules. This committee should include firefighters with varying experience and expertise who can both develop specialized lesson plans and provide ongoing training in specialized areas. Once the formal training program has been developed and implemented (which will take two to three years) responsibility for overseeing this program should be assigned to one of the deputy chiefs.

H – OTHER ISSUES AFFECTING THE DEPARTMENT

National Incident Management System Training Must Be Provided To Police And Fire Department Staff And City Managers

On April 13, 2005, the Newport City Council, by council resolution, adopted the National Incident Management System (NIMS) as the city's standard for incident management. Adopting NIMS made the city eligible to access homeland security funding and apply for funding through the Fire Act Grant. Although the department has received funding from

both sources it has not fulfilled the obligations that came with adopting NIMS. First, the fire and police departments have not been trained to implement NIMS. In fact, all department officers and selected city managers were supposed to have been trained to NIMS 700 level in 2005 and all chief officers and key city management staff are supposed to receive NIMS 800 training in 2006. This training has not been provided. If this mandated training is not completed and well documented the fire department risks losing the federal grant dollars it has received. The department and city should therefore place a high priority on ensuring that the mandated NIMS training is provided.

The Fire Department Should Update Its Method For Calling Back Firefighters In The Event Of A Major Emergency

Currently when firefighters need to be called back to duty due to a major emergency the department notifies them by using an air horn blast. This air horn is located on the roof of Station One (the headquarter station). Not only is this air horn unreliable, but also because there is no requirement that firefighters live in the city the air horn is not an effective method for calling firefighters to duty. The department should therefore develop a more reliable method of calling firefighters back to duty. Pager systems are typically effective for this purpose.

The City Should Pass An Ordinance That Requires Contractors To Install Radio Repeater Systems During Construction

Many buildings that have recently been constructed in the city use materials that interfere with communication between and among other mobile radios and the emergency communications (dispatch) center. This creates a significant safety issue for emergency response personnel. If an emergency were to occur in any of these new or renovated buildings the inability of emergency response personnel to communicate would place both firefighters and the occupants of the building at risk. This problem should be addressed by passing a city ordinance that requires contractors to install radio repeater systems during the construction of such buildings. The city and department should also work with owners of recently constructed buildings to rectify situations where the materials used in construction hinder effective communication.

The Chief Should Mandate The Use Of The Incident Command System

Although the fire department has a long history of using an incident command system (ICS) in interviews staff indicated that the department does not consistently make effective use of this system during incidents. Command staff appears to view use of ICS as an option rather than a mandate. The use of ICS on all incidents should be a directive from the chief. In addition, significant time should be dedicated to training all personnel in the use of this system.

**C3 – ISSUES AFFECTING INDIVIDUAL FIRE DEPARTMENT
UNITS**

C3 – ISSUES AFFECTING INDIVIDUAL FIRE DEPARTMENT UNITS

This chapter presents managerial and operational issues that affect the department's fire prevention bureau. This chapter is organized into four sections: background; bureau staffing; office space; and technology.

A – BACKGROUND

This section presents general background information on the fire prevention bureau. It is divided into two parts: functions and activities, and staffing.

FUNCTIONS AND ACTIVITIES

The fire prevention bureau's primary focus is to ensure local compliance with the State of Rhode Island Fire Codes. To fulfill this mission the bureau performs a broad array of functions and activities. These functions and activities can generally be divided into two categories – fire alarm related activities and fire prevention related activities. A more detailed discussion of the activities performed by the bureau follows.

Fire Alarm Related Activities

The fire alarm related activities performed by the bureau include: inspecting/maintaining street boxes, repairing street boxes, inspecting/maintaining municipal connection, reviewing/recording alarm uniform testing reports (UTR), reviewing/recording sprinkler system reports, reviewing/recording suppression system reports and data (e.g., kitchens, gas stations), and maintaining communications systems (radios, telephones, interfaces with the city.) Additional fire alarm related activities include reviewing all plans for fire alarm system installation, inspecting rough wiring for alarm systems, performing acceptance tests for fire alarms after installation, reviewing and approving all new temporary annual licenses issued by the city, reviewing all license renewals, and supervising removal of underground storage tanks and inspecting areas for oil in the ground.

Fire Prevention Related Activities

The fire prevention related activities performed by the bureau include fire education related tasks such as providing fire safety training to resident assistants at Salve Regina University and residents and staff at assisted living and elderly housing.

The bureau also performs a wide array of inspections including residential inspections of properties with three or fewer units that must be performed before a property can be sold or transferred, educational facility inspections, municipal building inspections, small and large marina inspections, and gasoline station inspections. Bureau staff also completes smoke and co-detector inspections and inspections and licensing of propane tanks. In addition, inspections of large and small bed and breakfasts, hotels, nursing homes,

dormitories, elderly housing, churches, and apartment buildings are required. Finally, the most rigorous inspections are mandated for places of assembly¹ and nightclubs².

Staff is also required to review plans for new construction, renovations, and additions. Related to this responsibility, once a building permit has been issued bureau staff must walk the site to determine the correct location for smoke detectors and other fire safety equipment. Moreover, once construction is completed staff inspects the work to ensure installation occurred according to plans.

Bureau staff also performs a number of miscellaneous fire prevention activities. These include following up on violation notices issued by the state and city and all safety complaints. In addition, bureau staff issues fireworks permits and tent/special events permits.

STAFFING

The fire prevention bureau is staffed by five uniformed staff in addition to the fire marshal. This staff includes two captains and two lieutenants.

B – BUREAU STAFFING

The Bureau Lacks The Staffing Needed To Comply With Increased State Requirements Relating To Fire Inspections And Code Enforcement

The workload of the fire prevention bureau has increased exponentially over the past two years due to the increased rules and regulations instituted by the state of Rhode Island in response to the Station Nightclub fire. These regulations not only mandate the initial date by which all facilities of particular types must install upgraded fire suppression systems and must have initial compliance inspections performed but also mandate a schedule of annual re-inspections that must occur. In addition, the bureau is mandated to inspect schools, multi-family dwellings, nursing homes, hotels, bed and breakfast homes, and dormitories at least annually and to ensure all businesses comply with fire codes before any permit³ is issued by the city.

The fire marshal who leads the fire prevention bureau was newly promoted in November 2005 and is highly motivated to do a good job. He has, however, been overwhelmed by the number of mandates and inspections required by the State Fire Marshal's Office. Bureau staffing has not kept pace with the significant increase in workload required by the state fire code and the lack of adequate staffing has made an already difficult job well nigh impossible.

¹ "Places of assembly" include restaurants and establishments that either serve liquor or have amplified music.

² A nightclub is defined as an establishment that holds over 100 people, has amplified music, and most of the establishment's income comes from liquor sales.

³ Fire prevention bureau review and approval is required for all permits issued to businesses and individuals in Newport including, but not limited to, permits to serve alcohol, to have live entertainment, to serve food, to erect a tent, to conduct fireworks, and to have a propane tank.

Staffing Of The Fire Prevention Bureau Should Be Substantially Increased

The new regulations established by the State Fire Marshal's Office represent an unfunded mandate with which the city of Newport must nonetheless comply. Detailed analysis was conducted to determine the number of positions needed to ensure mandated activities can be performed within the timelines and at the frequency required by the State of Rhode Island Fire Codes. Exhibit C3-1 provides details of this analysis, which consisted of a number of steps.

- **Step 1: Develop a list of activities performed by the fire prevention bureau.** Through interviews and a review of available documents a detailed list of the activities performed by the fire prevention bureau was developed. (These activities are listed in the background section of this chapter.)
- **Step 2: Determine the frequency with which each activity must be completed.** For each activity identified in Step 1, the frequency with which the activity must be conducted to comply with state fire code requirements was determined.
- **Step 3: Determine the total number of times each activity must be performed each year.** The number of times each activity must be performed each year was then calculated based on the frequencies identified in Step 2.
- **Step 4: Determine the time required to complete each activity.** The time required to complete each activity was estimated based on employee interviews. These estimates were then confirmed by reviewing them with the city's fire marshal and the consulting team's fire expert.
- **Step 5: Calculate the number of employee work hours needed to complete all required activities.** Two sets of calculations were performed to determine the number of employee work hours needed to complete all required activities. First, for each activity, the number of activities that need to be performed each year (determined in Step 3) was multiplied by the time required to complete each activity (determined in Step 4). The products of the calculations for each activity were then summed to determine the total staff hours. These calculations indicate that 18,208.87 labor hours are required each year to comply with the mandates of the state fire marshal.
- **Step 6: Determine the number of workdays needed to complete activities.** Next, the number of workdays was determined by dividing the annual hours of work by the number of hours an employee is expected to be productive each day. The analysis assumes employees will be productive for seven hours a day (which allows for lunch and breaks). A total of 2,601.3 workdays are required to complete all required activities.
- **Step 7: Determine total staffing needs.** The total number of employees needed was determined by dividing the total number of required workdays by the total number of days per year a bureau employee works (260 days). This calculation indicates that 10.00 positions are needed to complete all assigned activities. The number of employees was then multiplied by a relief factor (1.16) to account for expected absences. This calculation indicates that 11.59 employees are needed to meet this mandated level of service. This number should be rounded up to 12 to

Fire Prevention Bureau
Hours Of Staffing Needed To Provide Baseline Services

Exhibit C3-1
Page 1 of 3

Activity	Time Requirement	Frequency Per Year	Number for 2005	Annual Volume	Hrs. Per Activity	Total Annual Hrs.
Fire Alarm						
Inspect/maintain street boxes		Annual	121	121	1	121
Repair street boxes		As needed	121	121	0.33	39.93
Inspect/maintain municipal connections		Annual	225	225	0.5	112.5
Review/record alarm testing reports (UTR-Uniform Testing Report)	Within 10 days of receipt	1/4ly	825	3300	0.083	273.9
Review/record sprinkler system reports	Within 10 days of receipt	1/4ly	250	1000	0.083	83
Review/record suppression system reports and data (kitchen, gas station, etc)	Within 10 days of receipt	1/4ly	171	684	0.166	113.544
Maintain communications systems (radios, telephones, interfaces with city)		Weekly	52	52	6	312
Review all plans for fire alarm system installation	Within 14 days of receiving plans		208	208	8	1664
Inspect rough wiring for alarm system	Within 3 days of contractor request		208	208	1.5	312
Perform acceptance tests for fire alarms after installation			208	208	1	208
Review and approve all new temporary/annual licenses issued by city			150	150	1	150
Review all license renewals			450	450	0.5	225
Supervise removal of underground storage tanks and inspect area for any oil in ground			4	4	4	16
Fire Safety						
Provide fire safety training to resident assistants at Salve		Annual	2	2	4	8
Provide fire safety training to residents and staff at assisted living and elderly housing		Annual	5	5	2	10

Fire Prevention Bureau
Hours Of Staffing Needed To Provide Baseline Services

Exhibit C3-1
Page 2 of 3

Activity	Time Requirement	Frequency Per Year	Number for 2005	Annual Volume	Hrs. Per Activity	Total Annual Hrs.
Educational facility inspections Municipal building inspections Marina inspections - small Marina inspections - large Gasoline station inspections Bed and breakfast (large) inspections Bed and breakfast (small) inspections Hotel inspections	All completed before school begins		8			80
		Annual	12		4	48
		Annual	7	7	10	70
		Annual	3	3	40	120
		Annual	6	6	5	30
		Annual	30	30	12	360
		Annual	238	238	4	952
		Annual	10	10	40	400
Nursing home inspections Dormitory inspections	Follow ups from state fire marshal	Annual	22	22	12	0
						264
Apartment building inspections Elderly housing inspections Church inspections "Places of assembly" i.e., restaurants, serve liquor, amplified music Nightclub inspections (over 100 people, amplified music, most of income from liquor sales)	Upon sale/require fire alarm system		48	48	12	576
		Annual	10	48	12	576
		Annual	37	37	10	370
		Annual	113	113	5	565
		Annual	25	25	6	150
Smoke and co-detector inspections	Before residential property can be sold		482	482	3	1446
Inspection and licensing of propane tanks Follow up on violation notices - issued by state Follow up on violation notices - issued by city Follow up on all fire safety complaints	Within 48 hours of receipt	Annual	503	503	1	503
			44	44	2	88
			96	96	1	96
			102	102	1	102

Fire Prevention Bureau
Hours Of Staffing Needed To Provide Baseline Services

Exhibit C3-1
Page 3 of 3

Activity	Time Requirement	Frequency Per Year	Number for 2005	Annual Volume	Hrs. Per Activity	Total Annual Hrs.
Plan review for new construction/renovations and additions (AC, smoke detectors)	90 days by law to approve plans		480	480	12	5760
Once new construction/ additions building permit issued walk site to determine correct location for detectors			490	490	2	980
Issue fire work permits			6	6	4	24
Issue tent/special events permits			500	500	2	1000
				TOTAL		18208.874

provide the fire marshal the capacity to manage and supervise the unit. Seven additional positions – or more than double the number currently assigned to the bureau – are needed to meet the increased workload requirements resulting from increased mandates that have been incorporated into the state fire code.

C – OFFICE SPACE

The Fire Prevention Bureau Should Be Relocated To Larger Office Space That Better Meets Its Needs

The fire prevention bureau is housed on the first floor of Station One (the headquarters station). The current space is cramped – there is barely enough room to hold desks and chairs for the six staff currently assigned to the bureau. In addition, the space is in poor repair – it has poor ventilation, chipped and peeling paint, flooring that needs to be replaced, and lacks adequate electrical power to support needed technology. Moreover, because there is insufficient space to store building plans and records, plans are currently stored on desks, on top of and behind cabinets, and stuffed in corners behind furniture.

The bureau office is ill equipped to serve the public despite the fact that the space is regularly used to serve customers that include Newport citizens, business owners, and contractors who come to the station to seek permits or to meet about specific fire prevention needs. In particular, the current office space does not include a reception or waiting area nor does it include space where staff can meet privately with citizens, business owners, or contractors to review plans or discuss particular cases. The poor condition of this space reflects poorly on the city.

The fire prevention bureau should be relocated to new office space that includes a reception/waiting area, adequate working space for each assigned staff, a private meeting space, and adequate storage space for plans and records. In the short-term the department, with the city, should identify space in another city owned building or rent space. Over the long-term, when Station Five is relocated either the current Station Five could be renovated to house the bureau or new bureau offices could be constructed as part of the new Station Five.

D – TECHNOLOGY

Fire Prevention Bureau Staff Should Be Provided With Individual Computers And Adequate Hardware To Support Bureau Operations

Computer support for the fire prevention bureau is not adequate. The computers currently assigned to the bureau are out-of-date, are in frequent disrepair⁴, and lack the capacity to manage software that would streamline operations. In fact, staff report using personal computers to complete their work because the computers supplied by the department do not meet their needs. In addition, not enough computers are assigned to the unit. At present, only four computers are assigned to the bureau so two of the six bureau staff must share a computer.

⁴ During each of three visits to the bureau office at least one of the four computers assigned to the unit was not operational.

In addition to the lack of needed computers, the bureau has not been provided with needed copiers, printers, and scanners and the equipment that has been provided is not designed to handle the volume of work the bureau generates. For example, the bureau's printers were designed for home or small office use. Furthermore, the bureau does not have an industrial scanner that would allow staff to scan building plans and save them on a computer.

To address these issues, bureau technology should be substantially improved. At a minimum, each employee assigned to the fire prevention bureau should be provided with an individual computer. Ideally these computers should be laptops with wireless⁵ capabilities so that they can be taken into the field and used to complete forms and reports at the inspection site. Providing this capacity would reduce the amount of unproductive time staff spend traveling to and from bureau offices.

In addition, the bureau should be equipped with a large commercial printer that has the capacity to print oversized documents and plans. With this capability, contractors could send documents to the bureau electronically where they could then be printed (when a hard copy is needed.) This practice would be of great assistance to customers – who would no longer be required to physically send plans to the bureau – and would reduce traffic in and out of the office. The office should also be equipped with a commercial scanner that bureau staff could use to scan plans and create an electronic database of building plans.

⁵ These laptops could be programmed to access the wireless network being developed for the police department.

**D1 – ISSUES AFFECTING BOTH THE POLICE AND FIRE
DEPARTMENTS**

D1 - ISSUES AFFECTING BOTH THE POLICE AND FIRE DEPARTMENTS

This chapter discusses issues that affect both the police and fire departments. The chapter is divided into two sections: information technology and emergency communications.

A – INFORMATION TECHNOLOGY

Both The City Of Newport And The Police And Fire Departments Lack The Expertise Needed To Address The City's Public Safety Information Technology Needs

The city has not taken an integrated approach to addressing the information technology needs of the police and fire departments. For the most part, each department has worked independently in seeking the financial resources, including grants, needed to purchase hardware and software. They have received minimal support from the city's management information services (MIS) office and instead rely on their own staff to meet the information technology needs of their departments. For its part, the city's MIS office has lacked a basic understanding of the technology needs of its public safety departments and has made no effort to ensure systems are compatible and can be integrated.

Because it has been extremely successful in obtaining grant funding the police department has been well ahead of the fire department in integrating technology into its operations. Police emergency communications are supported by a computer aided dispatch system, patrol cars are equipped with mobile data terminals (MDT), and officers and investigators enter all reports online. Until recently the information technology needs of the fire department, on the other hand, have not been addressed due to lack of funding and internal department priorities. Currently emergency communications transactions are manually logged on run sheets with summary data from these run sheets then entered in spreadsheets. The bulk of the hardware currently used by the fire department is old, runs slowly, and is for the most part obsolete. Only recently was grant funding secured to purchase hardware and software needed to upgrade the department's emergency communications and data management systems.

While the police department has assigned a position to serve as the department's technology manager (a retired sworn employee) the fire department is dependent on fire fighters who have personal interest in technology and through reading and research have developed some basic skills to address the department's technology needs. Both departments suffer from a lack of the on-site information technology expertise needed to support current software and hardware, drive decisions regarding future information technology purchases and contracts and most importantly, advocate and communicate with hardware and software vendors to ensure the needs of both departments are met.

The City Should Take An Integrated Approach To Meeting The Information Technology Needs Of Its Public Safety Departments

As the hardware and software used by both departments continue to increase in both complexity and volume there is a need for a high level of support to ensure the needs of both departments are met and that effective use is made of the city's resources as new

hardware and software systems are implemented. The need for a strong, knowledgeable information technology professional is critical to ensuring each department has access to the information needed to drive sound decision making.

To address these needs, a public safety information technology director position should be created. This position should report directly to the city's director of management information systems but should have a dotted line reporting relationship to both the fire and police chiefs.¹ The position should be charged with approving and overseeing the purchase, installation, upgrading, and maintenance of all hardware and software in both the fire and police departments. In addition, this position should be assigned responsibility for the ongoing management and support of the information technology infrastructure in both departments.

After this position has been created the technology manager position in the police department should be discontinued and the incumbent's current responsibilities should be reassigned to the public safety information technology director. Responsibility for reviewing and editing police reports – a current responsibility of this position – should be returned to sergeants who supervise patrol officers on each shift. In addition, responsibility for UCR reporting should be reassigned to the records and payroll unit and overseen by the unit's supervisor.

B – EMERGENCY COMMUNICATIONS

This section is divided into four parts: consolidation; policies and procedures; training and supervision; and staffing.

CONSOLIDATION

Operating Two Separate Systems For Police And Fire Emergency Communications Increases Costs, Impedes Communications, And Limits The City's Ability To Leverage Expertise Across The Two Departments

The police and fire departments operate two distinct emergency communications services, each based at their respective headquarters. Police department emergency communications services – call taking and dispatch – are currently provided by civilian dispatchers while fire department emergency communication services are provided by sworn firefighters. Police dispatchers are employed full time providing both call taking and dispatching services for sworn employees. Firefighters are assigned to the dispatch post on a rotating basis on each shift.

There are three significant problems associated with operating two separate emergency communication units: increased costs, cumbersome communication between units, and inability to leverage expertise across departments.

Increased costs. The costs of providing emergency communication services are inflated by both the cost of paying sworn firefighters to serve as dispatchers and by the

¹ The police and fire chiefs should work with the MIS director to complete the annual performance evaluation for this position.

costs associated with operating two distinct emergency communication units. First, the cost of assigning firefighters to serve as dispatchers is significant. A civilian police dispatcher with two years experience is paid, on average, less than sixty percent the salary of a sworn firefighter with two years experience. Second, operating two separate communications centers increases hardware and software costs. At present, the police department utilizes a computer aided dispatch (CAD) system, along with a radio system while the fire department relies on a radio system and hand written call sheets. The fire department is currently planning to invest significant grant resources to purchase a computer aided dispatch system. However, the cost of purchasing the hardware and software for the fire department's CAD system is far greater than the cost of purchasing additional CAD fire/rescue software as an addition to the current CAD hardware and software housed in the police department's emergency communication unit.

Cumbersome communications. Communications is cumbersome when both police and fire respond to the same call, as there is currently poor communication between the police and fire department dispatchers. When both departments are deployed simultaneously to the same call dispatchers must call back and forth among themselves to coordinate activities. In addition, communication between the firefighters and police officers responding to the call is limited until they arrive at the site.

Inability to leverage expertise. Civilian dispatchers who are assigned full time to emergency communications develop more expertise than firefighters who perform dispatch responsibilities on a sporadic basis. During interviews firefighters indicated the dispatch assignment is not a highly desired post so firefighters may go several weeks between assignments as a dispatcher. In addition, the current system provides no opportunity for both departments to benefit from the experience of veteran dispatchers and for dispatcher's expertise to be used as part of incident command and in emergency management planning.

Emergency Communication Services For The Police And Fire Departments Should Be Provided By One Integrated Public Safety Communications Unit

Emergency communication services for both departments should be combined into one unit. The unit should be comprised of civilian dispatchers who are trained to take calls and dispatch police, fire and rescue and should be housed in police department headquarters. A civilian supervisor who reports to the police department's director-administrative services should manage the unit. This supervisor should be responsible for day-to-day operations of the emergency communications center and should also be charged with developing and implementing a comprehensive training program for all dispatchers.

POLICIES AND PROCEDURES

The Police And Fire Departments Should Develop Policies And Procedures That Clearly Specify How Personnel Should Be Deployed To Calls

In both the police and fire departments there is significant variation in how personnel are deployed to similar types of calls. As discussed in Chapter C2, in the fire department this variation most often results from differences in how deputy chiefs choose to manage their shifts. The firefighters who serve as dispatchers indicate that over time they learn the particular deployment patterns desired by the shift deputy chiefs and make

adjustments based on who is in charge. In the police department, on the other hand, because the department lacks clear dispatch protocols and (as will be discussed below) supervision is lax, dispatchers make decisions about how many officers will be dispatched to an incident. In fact, officers interviewed indicate the criteria for deploying two or more officers to a call are very inconsistent and subject to the whim of individual dispatchers.

To address this issue a committee of staff from both the police and fire departments should be assembled and charged with developing protocols with regard to how many personnel and apparatus should typically be dispatched to an incident of a given type. The supervisor of the emergency communications center should then be charged with ensuring that these protocols are consistently implemented.

TRAINING AND SUPERVISION

Supervision Of Police And Fire Dispatchers Is Not Adequate

Both police and fire department dispatchers receive inconsistent supervision and training. Firefighters who serve as dispatchers are supervised by squad deputy chiefs based on their shift assignments. The ability of these deputy chiefs to effectively oversee fire dispatch operations, however, is limited because the deputy chiefs are also responsible for serving as incident commanders at fire scenes. In the same way, the lieutenant who oversees police dispatchers lacks the time and expertise to effectively supervise this operation. In addition to supervising dispatchers the lieutenant is also charged with overseeing the records function and serves as the department's public information officer. He is not trained as a dispatcher and because he works primarily day shift hours Monday through Friday is not available to provide supervision for 128 hours out of the 168 hours dispatchers are working.

It should be noted that in the police department (but not in the fire department) the lack of adequate supervision appears to have had a significant adverse affect on the quality of communications and dispatch services. In interviews and focus groups with police officers and community members numerous issues were voiced about the quality of services provided by some dispatchers. Numerous examples of poor customer service, rudeness, and at times unwillingness to address citizens concerns by individual dispatchers were provided.

Police And Fire Dispatchers Do Not Receive Sufficient Training

In addition to not receiving sufficient supervision, police and fire dispatchers also do not receive sufficient training. For example, because both departments lack written training manuals for dispatchers, new police and fire department dispatchers rely primarily on on-the-job training provided by co-workers to learn their jobs. In addition, neither police nor fire department dispatchers have been trained as emergency medical dispatchers (EMD). This training enables dispatchers to triage incoming calls and provide verbal instructions to callers while rescue vehicles are in transit. Not only would certification and adoption of a formal EMD system improve services provided to the community, it would also reduce the liability the city faces when answering and responding to emergency medical calls.

Supervision And Training Of Dispatchers Should Be Increased

To increase supervision and training one dispatcher position on each shift should be upgraded to lead dispatcher and should be responsible for training new dispatchers and serve as a working supervisor on the shift. Both a formal orientation and competency training program for all new dispatchers and an annual in-service training program for veteran dispatchers should be developed. The department should also ensure that all dispatchers become EMD certified.

STAFFING

Insufficient Positions Are Currently Assigned To Ensure Citizens Receive A High Level Of Service

Fourteen positions – nine in police and five in fire – are currently assigned to emergency communications. The police emergency communications unit currently assigns dispatchers to three shifts as follows.

Shift	Number of Dispatchers
12:00 a.m. - 8:00 a.m.	3
8:00 a.m. - 4:00 p.m.	3
4:00 p.m. - 12:00 a.m.	3

Current police dispatcher minimum staffing is two per shift. On the night shift, when overtime is being used staffing is reduced from 3:00 a.m. to 8:00 a.m. to one dispatcher. The fire department currently assigns one firefighter per shift or four positions per week to serve as dispatcher. A relief factor of 1.25² is then multiplied by four to calculate that five firefighter positions per week are needed to cover dispatch functions.

This level of staffing is insufficient to ensure that when a call is made to 911 or the city's emergency telephone number a dispatcher is available to take that call and that sufficient dispatchers are employed to deploy staff and manage emergency radio communications for all police and fire staff deployed in the field. To determine the number of dispatchers needed to staff the emergency communications center to support both police and fire operations queuing analysis was completed on all police, fire and rescue calls received during 2005. This analysis proceeded in a number of steps.

- **Step 1: Calculate the number of calls received by day of the week and hour of the day.** Since the primary driver of dispatcher staffing is the number of calls received, the first step in determining dispatcher staffing is to calculate the number of calls received by day of the week and hour of the day. The number of calls received varies both by hour of the day and by day of the week. As the chart below indicates the greatest number of calls is received between the hours of 5:00 p.m. and 3:00 a.m. and on Fridays and Saturdays.

² Relief factor of 1.25 was calculated based on vacation, holiday, personal, and sick time utilization for the 2005 calendar year.

AVERAGE POLICE, FIRE AND RESCUE CALLS PER HOUR							
	Sun	Mon	Tues	Wed	Thurs	Fri	Sat
Midnight To 1:00 a.m.	5.9	2.8	2.8	3	2.2	3.9	5.6
1:00 a.m. to 2:00 a.m.	6.2	3.6	3.3	3.8	3.3	4.4	6.1
2:00 a.m. to 3:00 a.m.	6.4	2.6	1.8	2.1	1.8	2.7	5.3
3:00 a.m. to 4:00 a.m.	2.3	1.2	1.1	1	0.9	1.3	3.3
4:00 a.m. to 5:00 a.m.	1.4	1.2	1.3	1.2	0.8	0.9	1.6
5:00 a.m. to 6:00 a.m.	1.1	1.3	1.5	1.3	1.2	1.6	1.4
6:00 a.m. to 7:00 a.m.	0.9	2	2.6	2.8	1.9	2.3	1.9
7:00 a.m. to 8:00 a.m.	1.3	2.4	2.1	1.9	1.7	2	2.3
8:00 a.m. to 9:00 a.m.	1.6	3.4	3.7	3.6	3.9	3.6	2.4
9:00 a.m. to 10:00 a.m.	3.4	4.5	4.4	4.2	3.2	4.1	3.1
10:00 a.m. to 11:00 a.m.	3.1	4.3	4.3	4.8	4.9	4.2	3.5
11:00 a.m. to Noon	3.7	4.2	4.3	4.2	4.4	4	3.7
Noon to 1:00 p.m.	4.1	5.1	4.5	4.2	4.7	3.9	3.9
1:00 p.m. to 2:00 p.m.	2.8	4.2	3.7	4.8	5.1	4.2	3.7
2:00 p.m. to 3:00 p.m.	3.6	3.9	3.9	4.8	4.4	5.5	4.1
3:00 p.m. to 4:00 p.m.	3	3.7	3.8	3.8	3.9	4.6	4.5
4:00 p.m. to 5:00 p.m.	3.2	4.2	4.2	4.1	4.7	4.6	4.1
5:00 p.m. to 6:00 p.m.	4	4.9	4.3	5.3	5.2	5.1	4.7
6:00 p.m. to 7:00 p.m.	5.6	5.2	3.8	4.7	5.3	5	6
7:00 p.m. to 8:00 p.m.	4.1	6.1	4.4	4.9	4.5	5.7	5.2
8:00 p.m. to 9:00 p.m.	5.1	4.5	4.5	5.4	5.9	5.9	5.9
9:00 p.m. to 10:00 p.m.	5.2	4.6	4.8	5	5.5	6.4	6.9
10:00 p.m. to 11:00 p.m.	4.6	3.5	4.1	4.7	5	7.1	7.9
11:00 p.m. to Midnight	4	3.2	3.7	3.5	4.3	8.5	8

- **Step 2: Perform queuing analysis.** Next, queuing analysis was used to determine the number of dispatchers that need to be working during each hour of the day to ensure a 99 percent probability during the off-peak season³ that when a call is received a dispatcher will be available to answer the call, dispatch staff, and maintain radio communications with staff in the field. This analysis assumed that the average time required to complete all activities related to a call is five minutes. Exhibit D1-1 illustrates the number of dispatchers needed during each hour of the day each day of the week.
- **Step 3: Determine the number of dispatchers needed on each shift.** The number of dispatchers that need to be on duty on each shift can then be determined by identifying the number of dispatchers needed during the hour of the shift with the greatest number of calls.

³ The staff needed to ensure a 99 percent probability that a dispatcher is available during off-season (October through May) will ensure a 95 percent probability that a dispatcher will be available during the peak season.

Shift	Number of Dispatchers Needed
12:00 a.m. - 8:00 a.m.	5
8:00 a.m. - 4:00 p.m.	5
4:00 p.m. - 12:00 a.m.	5

- **Step 4: Adjust staffing levels to account for expected absences.** The number of staff that should be assigned to each shift can then be calculated by multiplying minimum staffing requirements by a relief factor (which takes into account expected employee absences). A relief factor of 1.19 was used based on an analysis of civilian dispatchers' use of vacation, holiday, personal, stress, and sick time for 2005.

Shift	Number of Dispatchers Needed With Relief
12:00 a.m. - 8:00 a.m.	6
8:00 a.m. - 4:00 p.m.	6
4:00 p.m. - 12:00 a.m.	6

As this analysis shows, a total of 18 dispatcher positions are needed to ensure Newport citizens receive a high level of service. This represents an increase of four positions from the current nine police dispatchers and five full-time equivalent fire dispatchers. Three of these positions should serve as lead dispatchers and fifteen positions should be dispatchers.

E1 – POLICE DEPARTMENT EMPLOYEE SURVEY RESULTS

E1 – POLICE DEPARTMENT EMPLOYEE SURVEY RESULTS

This chapter presents the results of a survey that was distributed to all police department employees in May 2006. The chapter begins by presenting information on the survey process and on the employees who responded to the survey. Survey results are presented in the remainder of the chapter.

A – SURVEY PROCESS

The consultants prepared a draft survey instrument that was reviewed by the project's steering committee. After the survey instrument was finalized it was distributed to all police department employees via e-mail. The survey was completed online. Eighty-one employees participated in the survey process (75 percent of all department employees). With this level of response it can be assumed that the survey results generally reflect the opinions of all employees.

B – SURVEY RESPONDENTS

This section presents information on the 81 police department employees who completed the survey. Information on their role in the police department (i.e., whether they are managers/supervisors or line employees), whether they are civilian or sworn, and the length of time they have worked in the police department is presented.

Role. Somewhat more than two-thirds (70 percent) of the survey responses were received from line employees. The remaining 30 percent of the survey respondents were managers or supervisors.

Civilian or sworn. The percentage of sworn and civilian survey respondents closely matches the overall employee population. Sworn employees account for 78 percent of the department's total staffing and 74 percent of the survey respondents. Civilian employees, who account for 22 percent of the department's total staffing, account for 26 percent of the survey respondents.

Tenure. Most survey respondents have significant experience working for the police department. Eighty-six percent of the survey respondents have worked for the department for more than five years.

Tenure	Percent Of Respondents
Less than 1 year	0%
1 to 4 years	15%
5 to 9 years	21%
10 years or more	65%

C – SURVEY RESULTS

The survey instrument (which is presented in Appendix A) is divided into five sections: organizational climate; leadership, management, and supervision; human resources practices and employee performance management; communications; and vehicles, equipment, facilities, and technology. The organization of the discussion of the survey results presented in this section mirrors the organization of the survey instrument.

ORGANIZATIONAL CLIMATE

Survey items relating to organizational climate cover a range of issues including: whether police department employees are proud to work for the department and perceptions relating to the work ethic of employees; how they perceive their work is valued; how the work environment is viewed; the extent to which employees are perceived to act ethically; the extent to which employees feel respected; the extent to which employees feel free to voice their opinions; the extent to which employees feel they will not be punished for making mistakes; how decisions are made; the extent to which the police department has a well articulated sense of values; and the extent to which a sense of unity characterizes the department.

Pride And Work Ethic

While department employees are generally proud to work for the Newport Police Department and believe that they have a strong work ethic, a not insignificant number have differing views. For example, while 57 percent of the survey respondents agree or strongly agree that "I am proud to say I work for the Newport Police Department," one-quarter (25 percent) disagree or strongly disagree. Likewise, while six out of ten survey respondents (62 percent) agree or strongly agree that "Newport Police Department employees have a strong work ethic," one in five (21 percent) disagree or strongly disagree. In addition, while 54 percent agree or strongly agree that "employees strive to improve the police department's performance," 24 percent disagree or strongly disagree. There is a stronger consensus, however, that "police department employees are dedicated to providing the citizens of Newport with high quality police services." Seventy-five percent of the survey respondents agree or strongly agree with this statement and nine out of ten employees responding to the survey (92 percent) agree that "I am proud of the effort I put into my job."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am proud to say I work for the Newport Police Department.	14%	11%	18%	21%	36%
I am proud of the effort I put into my job.	3%	1%	5%	24%	68%
Newport Police Department employees have a strong work ethic.	6%	15%	17%	41%	21%
Employees strive to improve the police department's performance.	8%	16%	23%	44%	10%
Police department employees are dedicated to providing the citizens of Newport with high quality police services.	4%	9%	13%	45%	30%

How Work Is Valued

While slightly less than two-thirds of survey respondents (63 percent) agree or strongly agree that their work is valued by their fellow police department employees and more than three-fourths agree or strongly agree that their work is valued by their immediate supervisor (83 percent) and by mid-managers (74 percent) only two out of five survey respondents (40 percent) agree or strongly agree that their work is valued by the police chief. Not surprisingly given the fact that until recently the city and the police department had not been able to agree on a contract, an even lower percentage (36 percent) agree or strongly agree that "my work is valued by the city's leadership" (54 percent disagree or strongly disagree with this statement).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work is valued by my fellow police department employees.	6%	14%	16%	39%	24%
My work is valued by my immediate supervisor.	7%	7%	2%	41%	42%
My work is valued by mid-managers (captains and lieutenants) within my unit.	9%	8%	9%	42%	32%
My work is valued by the police department's leadership (chief level).	37%	10%	13%	23%	17%
My work is valued by the city's leadership.	35%	19%	9%	26%	10%

Work Environment

More than six out of ten survey respondents (62 percent) disagree or strongly disagree that "the work environment in the Newport Police Department is supportive." Moreover, of the 28 percent of respondents who agree with this statement only 9 percent strongly agree.

	Percent
Strongly Disagree	31%
Disagree	31%
Neutral	10%
Agree	19%
Strongly Agree	9%

Ethical Standards

The employee survey reveals significant concerns about the ethical standards exhibited by police department managers and leaders. Fifty-six percent of the survey respondents disagree or strongly disagree that "high ethical standards are exhibited by police department managers and leaders." (Only six percent strongly agree.) By contrast, 60 percent agree or strongly agree that "high ethical standards are exhibited by police department employees" with only 6 percent strongly disagreeing.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
High ethical standards are exhibited by police department managers and leaders.	30%	26%	14%	24%	6%
High ethical standards are exhibited by police department employees.	6%	10%	23%	46%	14%

Respect

Survey findings suggest that the police department's organizational culture is not consistently characterized by mutual respect. Fewer than half the survey respondents (49 percent) agree or strongly agree that "police department employees treat each other with respect" and a quarter (25 percent) disagree or strongly disagree. In addition, only 37 percent of the survey respondents agree or strongly agree that "police department managers and supervisors treat subordinates with respect" – an even greater percentage (44 percent) disagree or strongly disagree. Department employees are even more unified in feeling that city leaders do not respect them. More than six out of ten survey respondents (62 percent) disagree or strongly disagree with the statement "city leaders respect the police department" while only 22 percent agree or strongly agree with this statement. (As noted, this result is not surprising given the difficult labor negotiations that have recently been completed.)

On a positive note, close to eight out of ten survey respondents (79 percent) agree or strongly agree that "police department employees treat Newport citizens with respect." Only 4 percent of the survey respondents strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department managers and supervisors treat subordinates with respect.	19%	25%	20%	27%	10%
Police department employees treat each other with respect.	5%	20%	25%	43%	6%
City leaders respect the police department.	35%	27%	16%	18%	4%
Police department employees treat Newport citizens with respect.	4%	5%	13%	49%	30%

Overall, survey respondents are split with regard to whether "civilian police department employees are treated with as much respect as sworn officers." Forty-seven percent of the survey respondents agree or strongly agree with this statement while 37 percent disagree or strongly disagree. It is worth noting however that more than half of the civilian survey respondents (53 percent) disagree or strongly disagree that they are treated with as much respect as sworn officers. Only five percent of the civilian

respondents to the survey strongly agree that they are treated with as much respect as sworn officers.

	Civilian	Sworn
Strongly Disagree	24%	10%
Disagree	29%	18%
Neutral	10%	16%
Agree	14%	49%
Strongly Agree	5%	3%

Willingness To Express Opinions

Perspectives are mixed with regard to whether employees feel free to express their opinions to their supervisors. While more than half (54 percent) of the survey respondents agree or strongly agree with the statement, "I feel free to express my opinions to my supervisor" slightly less than a third (32 percent) disagree or strongly disagree with this statement. However, there is a strong consensus on the issue of whether "employees can voice constructive criticism about police department management without fear of retribution." Almost three-fourths of the survey respondents (73 percent) disagree or strongly disagree with this statement while 19 percent agree or strongly agree. Of these, only five percent strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees can voice constructive criticism about police department management without fear of retribution.	54%	19%	8%	14%	5%
I feel free to express my opinions to my supervisor.	18%	14%	15%	34%	20%

Mistakes

From the perspective of employees, the Newport Police Department is not an organization that tolerates mistakes. Fifty-seven percent of the survey respondents disagree or strongly disagree that "police department employees are not inappropriately punished for making mistakes." Fewer than one in ten respondents (8 percent) strongly agree with this statement.

	Percent
Strongly Disagree	31%
Disagree	26%
Neutral	13%
Agree	22%
Strongly Agree	8%

Decision Making

Employee survey results suggest strong dissatisfaction with decision-making. Over half the survey respondents disagree or strongly disagree that "decisions are made on a timely basis" (52 percent), "problems and issues are dealt with in a timely manner" (58

percent), and "decision-making within the department is appropriately inclusive" (50 percent). In addition, for each of these survey items at most only six percent of the survey respondents strongly agree with the statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions are made on a timely basis.	27%	25%	11%	32%	5%
Problems and issues are dealt with in a timely manner.	29%	29%	13%	23%	6%
Decision-making within the department is appropriately inclusive.	27%	23%	32%	14%	4%

Department Values

Perspectives are split with regard to whether the Newport Police Department has well articulated values. Forty-two percent of the survey respondents agree or strongly agree while thirty-eight percent disagree or strongly disagree.

	Percent
Strongly Disagree	19%
Disagree	19%
Neutral	18%
Agree	36%
Strongly Agree	6%

Unity

Department employees strongly disagree that a sense of unity characterizes the Newport Police Department. Close to eight out of ten survey respondents (79 percent) disagree or strongly disagree that the department exhibits a sense of unity with close to half (47 percent) strongly disagreeing. By contrast, only one percent of the survey respondents strongly agree that a sense of unity characterizes the police department.

	Percent
Strongly Disagree	47%
Disagree	32%
Neutral	11%
Agree	9%
Strongly Agree	1%

LEADERSHIP, MANAGEMENT, AND SUPERVISION

Survey items relating to leadership, management, and supervision cover a range of issues including: overall leadership; the extent to which roles and responsibilities are clearly defined; the extent to which managers and supervisors have been granted authority and use the authority they have been granted; the extent to which employees are held accountable for the decisions they make; the visibility of the chief; the extent to which high expectations for performance have been established; the extent to which employees receive needed direction; the extent to which department managers work

together effectively; the extent to which managers have a strong understanding of the day-to-day operations of the units they lead; and supervision.

Overall Leadership

Survey results clearly indicate that a high percentage of department employees have lost confidence in the department's leadership. More than three out of five survey respondents (68 percent) disagree or strongly disagree that "the police department benefits from strong, effective leadership." In addition, 61 percent of the survey respondents disagree or strongly disagree that "the police department leader (chief level) effectively represents the police department to the external community."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department benefits from strong, effective leadership.	52%	16%	10%	10%	11%
Police department leaders (chief level) effectively represent the police department to the external community.	38%	23%	9%	19%	11%

Roles And Responsibilities

Perspectives are mixed with regard to whether the department has done an effective job of defining the role of the chief of police. Fifty-four percent of the survey respondents disagree or strongly disagree that "roles and responsibilities of the chief are clearly defined" while 39 percent agree or strongly agree. There is, however, much more consensus with regard to whether "roles and responsibilities of mid-managers (captains and lieutenants) within the police department are clearly defined" and whether the "roles and responsibilities of first-line supervisors (sergeants) within the police department are clearly defined." Respectively 57 percent and 68 percent of the survey respondents agree or strongly agree with these statements. On the other hand, a not insignificant percentage of respondents (34 percent and 23 percent respectively) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Roles and responsibilities of chief are clearly defined by the department.	36%	18%	7%	24%	15%
Roles and responsibilities of mid-managers (captains and lieutenants) within the police department are clearly defined by the department.	15%	19%	9%	48%	9%
Roles and responsibilities of first-line supervisors (sergeants) within the police department are clearly defined by the department.	13%	10%	9%	56%	12%

It is interesting to note that managers and supervisors within the department are more likely to agree that management and supervisory roles and responsibilities are clearly defined than non-managers and non-supervisors. For example, 28 percent more managers and supervisors agree that the roles and responsibilities of the chief are well defined than non-managers and non-supervisors. Likewise, 18 and 22 percent more managers and supervisors respectively agree that the roles of mid-managers and first line supervisors are well defined than non-managers.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Non-manager/ Non-supervisor	Manager/ Supervisor	Non-manager/ Non-supervisor
Roles and responsibilities of the chief are clearly defined by the department.	41%	60%	59%	31%
Roles and responsibilities of mid-managers (captains and lieutenants) within the police department are clearly defined by the department.	17%	40%	70%	52%
Roles and responsibilities of first-line supervisors (sergeants) within the police department are clearly defined by the department.	13%	28%	83%	61%

Authority

The employee survey addressed a number of issues relating to the authority of managers and supervisors. First, the survey asked employees to consider whether managers and supervisors have the authority to make decisions needed to improve the department's performance. The survey results suggest that most employees think department managers and supervisors have the authority to make such decisions but the percentage of survey respondents agreeing or strongly agreeing was much higher for the chief (75 percent) than for mid-managers (56 percent) and first line supervisors (49 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department leader (chief) has the authority to make decisions needed to improve the police department's performance.	8%	6%	10%	49%	26%
Mid-managers (captains and lieutenants) within the police department have the authority to make decisions needed to improve the performance of the units they manage.	19%	16%	9%	40%	16%
First line supervisors (sergeants) have the authority to make decisions needed to improve the performance of the employees they supervise.	13%	19%	18%	35%	14%

Survey respondents were also asked to consider whether managers and supervisors use the authority they have been granted to improve department performance. Almost seven out of ten survey respondents (69 percent) disagree or strongly disagree that the chief uses the authority he has been granted to improve the department's performance. With regard to whether mid-managers and first line supervisors use their authority to improve the performance of the units and employees they supervise, however, opinion is divided. Forty-five percent of the survey respondents agree or strongly agree that "mid-managers (captains and lieutenants) within the department use the authority they have been granted to improve the performance of the units they manage" with forty-two percent disagreeing or strongly disagreeing. Similarly, 43 percent of the survey respondents agree or strongly agree that "first-line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise" with 37 percent disagreeing or strongly disagreeing

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department leader (chief) uses the authority he has been granted to improve the police department's performance.	51%	18%	9%	8%	14%
Mid-managers (captains and lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage.	24%	18%	13%	34%	11%
First-line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise.	12%	25%	19%	35%	8%

A comparison of survey results for management/supervisory employees and non-management/non-supervisory employees relating to whether managers and supervisors use the authority they have been granted clearly suggests that non-managers and non-supervisors see this as a bigger problem than the managers and supervisors themselves. Indeed, close to half of the non-managers and non-supervisors responding to the survey disagree or strongly disagree that mid-managers and supervisors use the authority they have been granted to improve the department's performance. Both non-managers/non-supervisors and managers/supervisors agree, however, that the chief has not used his authority to improve the department's performance.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Non-manager/ Non-supervisor	Manager/ Supervisor	Non-manager/ Non-supervisor
The police department leader (chief) uses the authority he has been granted to improve the police department's performance.	52%	76%	35%	17%

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Non-manager/ Non-supervisor	Manager/ Supervisor	Non-manager/ Non-supervisor
Mid-managers (captains and lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage.	27%	48%	59%	39%
First-line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise.	27%	42%	55%	40%

Accountability

Perceptions with regard to whether employees are held accountable for their performance and decisions vary significantly. While almost all survey respondents (93 percent) believe that they are held accountable for their performance, perceptions of whether mid-managers (52 percent) and supervisors (56 percent) are held accountable for the decisions they make are much lower. Likewise, only slightly more than half of the survey respondents (53 percent) agree or strongly agree that "unit leaders are held accountable for the performance of their units." There is, however, a stronger consensus that the chief is not held accountable for the decisions he makes. Sixty-eight percent of the survey respondents disagree or strongly disagree that the chief is held accountable. Moreover, half the survey respondents (50 percent) agree or strongly agree that "police department employees at all levels are held accountable for their performance."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am held accountable for my performance.	0%	4%	2%	44%	49%
The police department leader (chief) is held accountable for the decisions he makes.	52%	16%	8%	13%	11%
Mid-managers (captains and lieutenants) within the police department are held accountable for the decisions they make.	13%	16%	18%	39%	13%
First-line supervisors (sergeants) are held accountable for the decisions they make.	11%	21%	12%	43%	13%
Unit leaders are held accountable for the performance of their units.	12%	18%	17%	39%	14%
Police department employees at all levels are held accountable for their performance.	19%	31%	10%	27%	13%

Visibility Of Department Leaders

Only one in ten survey respondents (10 percent) agree or strongly agree that “the police department leader (chief) maintains a visible presence throughout the department.” Eighty percent disagree or strongly disagree with this statement with close to two-thirds (64 percent) strongly disagreeing.

	Percent
Strongly Disagree	64%
Disagree	16%
Neutral	10%
Agree	6%
Strongly Agree	4%

High Expectations

Forty-four percent of the survey respondents disagree or strongly disagree that “high expectations for the performance of all employees have been established.” A third of the survey respondents (33 percent) agree or strongly agree with this statement.

	Percent
Strongly Disagree	26%
Disagree	18%
Neutral	22%
Agree	23%
Strongly Agree	10%

Direction

Most police department employees (92 percent) believe that they understand what is expected of them in their jobs. However, it does not appear that they understand what is expected of them because of the direction received by managers and supervisors. Forty-five percent disagree or strongly disagree that “managers and supervisors provide clear direction to their subordinates” with only a third (33 percent) agreeing or strongly agreeing.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand what is expected of me in my job.	4%	2%	2%	40%	52%
Managers and supervisors provide clear direction to their subordinates.	14%	31%	23%	25%	8%

Effectiveness With Which Managers And Leaders Work Together

There is a strong perception among employees that the department’s senior leaders do not work together effectively. Two-thirds of the survey respondents (66 percent) disagree or strongly disagree that “the police department’s chief and captains work effectively together to achieve overall department goals and objectives.” (Only 16 percent of the survey respondents agree or strongly agree with the statement “the police department’s chief and captains work effectively together.” Results are somewhat more

positive with regard to whether mid-managers work together effectively. More than half of the survey respondents (54 percent) agree or strongly agree that “mid-managers (captains and lieutenants) work together effectively to achieve common objectives.” However, close to a third (31 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department’s chief and captains work effectively together to achieve overall department goals and objectives.	42%	24%	18%	10%	6%
Mid-managers (captains and lieutenants) work together effectively to achieve common objectives.	20%	11%	15%	46%	8%

Understanding Of Day-To-Day Operations And Competence

More than seven out of ten survey respondents (71 percent) disagree or strongly disagree that “the police department leader (chief) has a strong understanding of day-to-day operations in all units.” (Forty-seven percent of the respondents strongly disagree.) Results are only much more positive with regard to perceptions of whether mid-managers have a strong understanding of day-to-day operations. Seven out of ten survey respondents (70 percent) agree or strongly agree that “mid-managers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.” Results are somewhat more mixed with regard to the competence of managers and supervisors. While more than half the survey respondents (55 percent) agree or strongly agree that “police department managers and supervisors have the competence and experience to provide constructive feedback on the performance of the employees reporting to them” a sizable percentage (27 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department leader (chief) has a strong understanding of day-to-day operations in all units.	47%	24%	4%	15%	10%
Mid-managers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.	7%	9%	14%	53%	17%
Police department managers and supervisors have the competence and experience to provide constructive feedback on the performance of the employees reporting to them.	13%	14%	18%	39%	16%

Supervision

Employee perceptions relating to the supervision they receive are somewhat mixed. Close to three-fourths of the survey respondents (71 percent) agree or strongly agree with the statement, "I receive the supervision I need to effectively perform my job responsibilities." However, close to one out of five survey respondents (19 percent) disagree or strongly disagree.

In addition, with regard to some key aspects of supervision, survey results indicate that improvement is warranted. For example, 47 percent of the survey respondents disagree or strongly disagree that "police department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities." Perceptions are generally positive, however, with regard to whether the managers or supervisors who evaluate performance work with employees on a regular basis. Sixty-nine percent of the survey respondents agree or strongly agree while twenty-five percent disagree or strongly disagree. In addition, close to two-thirds of the survey respondents (63 percent) agree or strongly agree that managers and supervisors review the work of their subordinates on a timely basis.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive the supervision I need to effectively perform my job responsibilities.	14%	5%	10%	49%	22%
Managers and supervisors review the work of their subordinates on a timely basis.	6%	11%	20%	48%	15%
Police department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities.	19%	28%	15%	25%	13%
The manager or supervisor who evaluates my performance works with me on a regular and consistent basis.	10%	15%	6%	44%	25%

HUMAN RESOURCES PRACTICES

Survey items relating to human resources practices cover a range of issues including: hiring practices; promotional processes; disciplinary processes; employee transfers; opportunities to earn overtime; internal investigations; the grievance process; the performance evaluation process; approaches to handling employees who do not meet expectations; training; career advancement; recognition of excellent performance; and off duty employment.

Hiring Practices

Respondents to the employee survey have mixed perspectives regarding the hiring process. A high percentage of survey respondents agree or strongly agree that the hiring process is fair (58 percent) and that hiring decisions are made without regard to

race or ethnic background (65 percent). On the other hand, more than seven in ten survey respondents (73 percent) disagree or strongly disagree that “the hiring process is timely.” Perspectives are mixed with regard to whether the “persons who are hired by the police department are competent.” Forty-eight percent of the survey respondents agree or strongly agree with this statement while twenty-eight percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hiring process is fair.	6%	12%	24%	41%	17%
Persons who are hired by the police department are competent.	9%	19%	24%	44%	4%
The hiring process is timely.	32%	41%	8%	17%	3%
Hiring decisions are made without regard to race or ethnic background.	11%	17%	7%	37%	28%

Promotional Process

Employees responding to the employee survey express high levels of dissatisfaction with the promotional process. Close to three-fourths of the survey respondents (74 percent) disagree or strongly disagree that “the promotional process is fair” and the same percentage disagree or strongly disagree that “the best candidates for promotion are selected.” In addition, more than seven out of ten survey respondents (72 percent) disagree or strongly disagree that “the factors that are considered when making promotional decisions are clearly articulated.” Employee perspectives are mixed with regard to whether “the promotional process is timely.” Forty-eight percent of the survey respondents agree or strongly agree with this statement while forty percent disagree or strongly disagree. Indeed, the only survey item relating to the promotional process for which more than half the survey respondents are positive relates to whether “promotional decisions are made without regard to race or ethnic background.” Fifty-three percent of the survey respondents agree or strongly agree with this statement. However, more than a quarter of the survey respondents (27 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The promotional process is fair.	49%	25%	7%	10%	10%
The best candidates for promotion are selected.	63%	11%	7%	8%	11%
The promotional process is timely.	23%	17%	13%	39%	9%
The factors that are considered when making promotional decisions are clearly articulated.	53%	19%	10%	15%	3%
Promotional decisions are made without regard to race or ethnic background.	15%	12%	21%	32%	21%

Disciplinary Processes

The employee survey also reveals significant concern about disciplinary processes. Seventy-two percent of the survey respondents disagree or strongly disagree that “disciplinary processes are fair” and seventy-three percent disagree or strongly disagree that “discipline is consistently applied across all units of the police department.” In addition, close to half of the survey respondents (49 percent) disagree or strongly disagree that “decisions relating to discipline are timely.” In addition, while more than half (52 percent) of the survey respondents agree or strongly agree that “decisions relating to discipline are made without regard to race or ethnic background” more than a third (35 percent) of the survey respondents disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Disciplinary processes are fair.	48%	24%	6%	15%	7%
Discipline is consistently applied across all units of the police department.	54%	19%	13%	9%	6%
Decisions relating to discipline are timely.	33%	16%	23%	23%	6%
Decisions relating to discipline are made without regard to race or ethnic background.	27%	8%	13%	34%	18%

Employee Transfers

Employees responding to the survey also indicate high levels of dissatisfaction relating to employee transfers. Seventy-two percent of the survey respondents disagree or strongly disagree that “the factors that are considered when making transfer decisions are clearly articulated,” sixty-nine percent disagree or strongly disagree that “decisions relating to the transfer of employees from one unit to another are consistent across police department divisions and units,” and sixty-four percent disagree or strongly disagree that “decisions relating to the transfer of employees from one unit to another are fair.” In addition, close to half of the survey respondents (47 percent) disagree or strongly disagree that “decisions relating to the transfer of employees are timely.” Indeed, the only survey item relating to employee transfers for which more than half (55 percent) of the survey respondents agree or strongly agree relates to whether “decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background.” However, a quarter of the survey respondents (25 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions relating to the transfer of employees from one unit to another are fair.	56%	8%	11%	18%	7%
Decisions relating to the transfer of employees from one unit to another are timely.	21%	26%	14%	34%	4%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The factors that are considered when making transfer decisions are clearly articulated.	50%	22%	9%	16%	3%
Decisions relating to the transfer of employees from one unit to another are consistent across police department divisions and units.	53%	16%	9%	18%	4%
Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background.	14%	11%	21%	35%	20%

Opportunities To Earn Overtime

Perspectives with regard to opportunities to earn overtime are mixed. While two-thirds of the survey respondents (65 percent) agree or strongly agree that “the process for giving employees the opportunity to earn overtime is fair” slightly less than a third (31 percent) disagree or strongly disagree with this statement. Moreover, while more than half (52 percent) of the survey respondents agree or strongly agree that “the process for giving employees the opportunity to earn overtime is consistently applied across the department” more than a third (36 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The process for giving employees the opportunity to earn overtime is fair.	11%	20%	4%	43%	22%
The process for giving employees the opportunity to earn overtime is consistently applied across the department.	19%	17%	12%	33%	19%

Internal Affairs

Employee perspectives are mixed with regard to internal affairs investigations. Forty-two percent of the survey respondents agree or strongly agree that “the internal affairs investigations needed to support disciplinary decisions are fair” while twenty-nine percent disagree or strongly disagree. Perspectives are similarly mixed with regard to employee perceptions of whether these investigations are timely. Forty-six percent agree or strongly agree that “investigations needed to support disciplinary procedures are timely” while twenty-nine percent disagree or strongly disagree. Moreover, while a sizable percentage of employees responding to the survey (61 percent) agree or strongly agree that “the internal affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated,” 22 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Internal Affairs investigations needed to support disciplinary decisions are fair.	18%	11%	28%	27%	15%
The Internal Affairs investigations needed to support disciplinary procedures are timely.	14%	15%	25%	32%	14%
The Internal Affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated.	16%	6%	17%	38%	23%

Grievance Process

Employee perspectives are mixed with regard to the grievance process. Sixty percent and sixty-nine percent of survey respondents respectively disagree or strongly disagree that “the grievance process is fair” and “the grievance process is timely.” In addition, while 56 percent of the survey respondents agree or strongly agree that “the steps in the grievance process are well articulated,” a third of the respondents (33 percent) disagree or strongly disagree with this statement. Moreover, while slightly less than half of the survey respondents (47 percent) agree or strongly agree that “decisions are made without regard to race, sex, ethnic background or sexual orientation” close to three out of ten respondents (28 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The grievance process is fair.	43%	17%	9%	24%	7%
The grievance process is timely.	49%	20%	7%	16%	7%
The steps in the grievance process are well articulated.	14%	19%	11%	43%	13%
Grievance decisions are made without regard to race, sex, ethnic background, or sexual orientation.	17%	11%	24%	30%	17%

Performance Evaluation Process

As with other human resources functions, employee perspectives relating to the performance evaluation process is mixed. For example, perspectives are evenly divided with regard to whether “the performance evaluation process is fair.” Forty-one percent of the survey respondents agree or strongly agree with this statement while forty-eight percent disagree or strongly disagree. In addition, while 54 percent of the survey respondents agree or strongly agree that “the performance evaluation process is not unduly cumbersome or time-consuming,” more than a third of the respondents disagree or strongly disagree. Moreover, while an even higher percentage of survey respondents (65 percent) agree or strongly agree that “my performance evaluation is completed on a timely basis,” more than a quarter (27 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The performance evaluation process is fair.	22%	26%	11%	32%	9%
My performance evaluation is completed on a timely basis.	10%	17%	8%	44%	21%
The performance evaluation process is not unduly cumbersome or time-consuming.	18%	17%	11%	45%	9%

Managers and supervisors are much more likely to think the performance evaluation process is cumbersome than non-managers and non-supervisors. Almost four times the percentage of managerial and supervisory survey respondents disagree or strongly disagree that “the performance evaluation process is not unduly cumbersome or time-consuming” (74 percent) as compared to the percentage of non-managers and non-supervisors who disagree or strongly disagree (19 percent).

	Manager/Supervisor	Non-manager/ Non-supervisor
Strongly Disagree	52%	4%
Disagree	22%	15%
Neutral	4%	13%
Agree	17%	57%
Strongly Agree	4%	11%

Handling Employees Who Do Not Meet Performance Expectations

The employee survey results suggest that the department does not do an effective job of addressing employee performance deficiencies. Fifty-four percent of the survey respondents disagree or strongly disagree that “police department employees who are not meeting performance expectations receive the support they need to improve their performance.” An even greater percentage (82 percent) disagree or strongly disagree that “police department employees who continually fail to meet performance expectations are encouraged to resign or are fired.” Part of this problem may result from the fact that the process for firing employees who fail to meet performance expectations is perceived as being cumbersome. Fifty-seven percent of the survey respondents disagree or strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees who are not meeting performance expectations receive the support they need to improve their performance.	25%	29%	18%	22%	6%
Police department employees who continually fail to meet performance expectations are encouraged to resign or are fired.	44%	38%	13%	5%	0%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.	24%	33%	29%	15%	0%

The managers and supervisors who must follow existing procedures for firing employees are extremely dissatisfied with the process. More than two-thirds of the managerial and supervisory employees responding to the survey (66 percent) disagree or strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.”

	Manager/Supervisor	Non-manager/ Non-supervisor
Strongly Disagree	22%	24%
Disagree	44%	27%
Neutral	22%	32%
Agree	11%	16%
Strongly Agree	0%	0%

Training

While the survey findings reveal significant dissatisfaction with employee training, perspectives relating to recruit training are much more positive than for supervisory training or in-service training. While 63 percent of the survey respondents agree or strongly agree that “new employees receive the training they need to effectively perform their job duties” only 33 percent agree or strongly agree that “police department employees receive the ongoing training they need to effectively perform their job duties” and only 33 percent agree or strongly agree that “newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.” Perspectives are mixed with regard to whether supervisors reinforce training. While more than half of the survey respondents (52 percent) agree or strongly agree that “the training I receive is reinforced by my immediate supervisor” more than a quarter of the survey respondents (28 percent) disagree or strongly disagree. Perspectives are also mixed with regard to whether employee job performance has improved as a result of the training they have received. Fifty-four percent of the survey respondents agree or strongly agree that “my job performance has improved as a result of the training I have received” while more than a third (34 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
New employees receive the training they need to effectively perform their job duties.	10%	14%	13%	43%	20%
Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.	27%	25%	15%	30%	3%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees receive the ongoing training they need to effectively perform their job duties.	28%	23%	15%	28%	5%
The training I receive is reinforced by my immediate supervisor.	16%	12%	20%	38%	14%
My job performance has improved as a result of the training I have received.	16%	18%	12%	42%	12%

Opportunities For Career Advancement

Employees are generally dissatisfied with their opportunities for career advancement. More than half of the survey respondents (55 percent) disagree or strongly disagree with the statement, "I have sufficient opportunities for career advancement." Only three percent strongly agree with this statement.

	Percent
Strongly Disagree	36%
Disagree	19%
Neutral	14%
Agree	28%
Strongly Agree	3%

Recognition Of Excellent Performance

Close to three out of five survey respondents (59 percent) disagree or strongly disagree that "excellent performance is formally recognized." Only five percent of the survey respondents strongly agree with this statement.

	Percent
Strongly Disagree	34%
Disagree	25%
Neutral	11%
Agree	25%
Strongly Agree	5%

Off-Duty Employment

Employee perspectives relating to off-duty employment are mixed. While 40 percent of the survey respondents agree or strongly agree that "the process for providing opportunities for off-duty employment is fair" almost three out of ten survey respondents (29 percent) disagree or strongly disagree.

	Percent
Strongly Disagree	16%
Disagree	13%
Neutral	31%
Agree	31%
Strongly Agree	9%

COMMUNICATIONS

Survey items relating to communications address issues of whether police department priorities, goals, and objectives are effectively communicated; whether needed information is effectively communicated to employees; whether the rationale for key decisions is effectively communicated; and whether effective use is made of time spent in meetings.

Communication Of Priorities, Goals, And Objectives

Perspectives are mixed among survey respondents with regard to whether department priorities, goals, and objectives are effectively communicated. Forty-seven percent of the survey respondents disagree or strongly disagree that “police department priorities, goals, and objectives are effectively communicated” while forty-two percent agree or strongly agree. However, only four percent strongly agree.

	Percent
Strongly Disagree	25%
Disagree	22%
Neutral	11%
Agree	38%
Strongly Agree	4%

Communication Of Needed Information

Perspectives are also mixed with regard to whether needed information is effectively communicated within the department. For example, while 38 percent of the survey respondents disagree or strongly disagree that “the information I need to perform my job is effectively communicated to me” close to half (49 percent) agree or strongly agree. Likewise, while slightly less than a third of the survey respondents (32 percent) disagree or strongly disagree that “the communication of needed information within my unit or division is adequate,” 53 percent of the survey respondents agree or strongly agree. There is, however, a stronger consensus that communication of needed information across organizational units needs improvement. Fifty-four percent of the survey respondents disagree or strongly disagree that “the communication of needed information across organizational units is adequate.” Only four percent strongly agree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information I need to perform my job is effectively communicated to me.	13%	25%	13%	38%	11%
The communication of needed information within my unit or division is adequate.	10%	22%	15%	43%	10%
The communication of needed information across organizational units is adequate.	15%	39%	15%	27%	4%

Communication Of The Rationale For Key Decisions

There is a strong consensus among department employees that the rationale for key decisions is not effectively communicated. While perspectives are mixed with regard to whether “the rationale for decisions affecting my unit are effectively communicated” – 48 percent of the survey respondents disagree or strongly and 40 percent agree or strongly agree – at least two-thirds of the survey respondents disagree or strongly disagree about survey items relating to the communication of the rationale for key decisions. Sixty-seven percent disagree or strongly disagree that “the rationale for budget and resource allocation decisions are effectively communicated,” sixty-eight percent disagree or strongly disagree that “the rationale for decisions relating to promotion are effectively communicated,” and sixty-six percent disagree or strongly disagree that “decisions relating to the transfer of employees is effectively communicated.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The rationale for decisions affecting my unit are effectively communicated.	22%	26%	12%	32%	8%
The rationale for budget and resource allocation decisions are effectively communicated.	40%	27%	14%	13%	6%
The rationale for decisions relating to promotion are effectively communicated.	46%	22%	13%	12%	7%
The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated.	48%	18%	15%	15%	3%

Meetings

There is general agreement among survey respondents that the department does not use meetings as an effective communications vehicle. Sixty-four percent of the survey respondents disagree or strongly disagree that “meetings are used effectively to support needed communications within the police department.” In addition, 43 percent disagree or strongly disagree that “the time I spend in meetings is generally productive and worthwhile.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Meetings are used effectively to support needed communication within the police department.	33%	31%	13%	18%	4%
The time I spend in meetings is generally productive and worthwhile.	18%	25%	33%	18%	5%

VEHICLES, EQUIPMENT, FACILITIES, AND TECHNOLOGY

The survey addressed issues relating to vehicles, general equipment, work space, buildings, communications, radios, technology, and computers.

Vehicles

While survey findings suggest considerable dissatisfaction with the availability, safety, and maintenance of vehicles, results are somewhat mixed. For example, close to three out of five survey respondents (57 percent) disagree or strongly disagree that they have sufficient access to the vehicles needed to effectively perform their job and half (50 percent) disagree or strongly disagree that they have the vehicles needed to safely perform their jobs. However, 36 percent and 46 percent of survey respondents respectively agree or strongly agree with these statements. Likewise, while 61 percent of the survey respondents disagree or strongly disagree that police department vehicles are well maintained, more than a quarter (26 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to the vehicles I need to effectively perform my job responsibilities.	30%	27%	6%	27%	9%
I have access to the vehicles I need to safely perform my job responsibilities.	28%	22%	4%	37%	9%
The police department vehicles I use are well maintained.	38%	23%	14%	20%	6%

Equipment

Employee perspectives relating to the overall adequacy of their equipment are mixed. For example, while 51 percent of the survey respondents agree or strongly agree that they have access to the equipment they need to effectively perform their job responsibilities, 42 percent disagree or strongly disagree. In the same way, while 56 percent of the employees surveyed agree or strongly agree that they have access to the equipment needed to safely perform their jobs, close to a third (32 percent) disagree or strongly disagree. Finally, while 46 percent of the survey respondents agree or strongly agree that the equipment they use is well maintained, 37 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have access to the equipment I need to effectively perform my job responsibilities.	18%	24%	7%	42%	9%
I have access to the equipment I need to safely perform my job responsibilities.	13%	19%	12%	47%	9%
The equipment I use is well maintained.	18%	19%	17%	38%	8%

Work Space

Employee perspectives are also mixed with regard to the quality of their workspace. While close to half of the survey respondents (49 percent) agree or strongly agree that their work areas are conducive to productive work activities, 41 percent disagree or strongly disagree. Likewise, while more than two-thirds of the survey respondents (68 percent) agree that their work areas are appropriately secure, more than a quarter (27 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work area is conducive to productive work activity.	16%	25%	10%	44%	5%
My work area is appropriately secure.	12%	15%	5%	62%	6%

Buildings

Department employees generally consider police department buildings to be clean but perspectives are more mixed with regard to whether buildings are well maintained. Sixty-two percent of the survey respondents agree or strongly agree that "police department buildings are clean." However, only 44 percent agree or strongly agree that "police department buildings are well maintained." (Thirty-three percent of the survey respondents disagree or strongly disagree with this statement.)

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department buildings are clean.	6%	15%	16%	53%	9%
Police department buildings are well maintained.	10%	23%	23%	39%	5%

Communications

Survey respondents express considerable dissatisfaction with their ability to communicate while in the field and with their ability to communicate with counterparts in other police agencies. More than two-thirds of the survey respondents (69 percent) disagree or strongly disagree that "police department employees in the field are able to communicate with the dispatch center from all areas of the city." In addition, half the survey respondents disagree or strongly disagree that "police department employees in the field are able to communicate with each other when needed" (50 percent) and that police department employees in the field are able to communicate with counterparts from other police agencies when needed" (48 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees in the field are able to communicate with the dispatch center from all areas of the city.	40%	29%	14%	13%	4%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees in the field are able to communicate with the dispatch center from all areas of the city.	40%	29%	14%	13%	4%
Police department employees in the field are able to communicate with each other when needed.	23%	27%	19%	28%	4%
Police department employees in the field are able to communicate with counterparts from other police agencies when needed.	23%	25%	22%	28%	3%

The percentage of sworn employees who express concern about their ability to communicate is much higher than for civilian employees. Indeed, the difference in the percentage of sworn and civilian employees who disagree or strongly disagree that "police department employees in the field are able to communicate with each other when needed" is 16 percent, the difference in the percentage of sworn and civilian employees who disagree or strongly disagree that "police department employees in the field are able to communicate with counterparts from other police agencies when needed" is 42 percent, and the difference in the percentage of sworn and civilian employees who disagree or strongly disagree that "police department employees in the field are able to communicate with the dispatch center from all areas of the city" is 27 percent.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Civilian	Sworn	Civilian	Sworn
Police department employees in the field are able to communicate with the dispatch center from all areas of the city.	47%	74%	18%	17%
Police department employees in the field are able to communicate with each other when needed.	37%	53%	26%	34%
Police department employees in the field are able to communicate with counterparts from other police agencies when needed.	16%	58%	37%	29%

Radios

While most survey respondents are satisfied with their portable radios, a sizable percentage is not. While roughly six out of ten survey respondents (59 percent) agree or strongly agree that "I have sufficient access to portable radios to effectively perform my job responsibilities," close to a quarter (23 percent) disagree or strongly disagree. Likewise, while more than half of the survey respondents (51 percent) agree or strongly agree that "I have sufficient access to portable radios to safely perform my job responsibilities," 27 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to portable radios to effectively perform my job responsibilities.	8%	15%	18%	50%	9%
I have sufficient access to portable radios to safely perform my job responsibilities.	12%	15%	22%	42%	9%

Technology

The results of the employee survey suggest that the department can make more effective use of technology. A sizable percentage of employees disagree or strongly disagree that the department makes effective use of technology to enhance performance (61 percent); makes effective use of technology to reduce paperwork requirements (75 percent); that new technology is implemented in a timely manner (71 percent); that appropriate training is provided on how to make effective use of technology (66 percent); and that the department's technology infrastructure is well maintained (64 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department makes effective use of technology to enhance performance.	37%	24%	8%	24%	8%
The police department makes effective use of technology to reduce paperwork requirements.	47%	28%	8%	12%	5%
Needed technology is implemented in a timely manner.	39%	32%	11%	12%	7%
Appropriate training is provided on how to make effective use of available technology.	34%	32%	6%	25%	3%
The police department's technology infrastructure is well maintained.	49%	15%	14%	19%	4%

Computers

Employee perspectives are mixed with regard to whether they have sufficient access to computers. Fifty-seven percent of the survey respondents agree or strongly agree that they have sufficient access to computers to perform their job responsibilities. However, more than a third of the survey respondents (36 percent) disagree or strongly disagree that they have sufficient access to computers.

	Percent
Strongly Disagree	25%
Disagree	11%
Neutral	6%
Agree	34%
Strongly Agree	23%